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ASSOCIATION EXECUTIVE COMPENSATION SURVEY

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FOREWORD

This 1985 Edition of the ASSOCIATION EXECUTIVE COMPENSATION STUDY is the fourth in a series of important new studies reporting compensation and benefits afforded to association executives. It presents the most comprehensive data available on current compensation practices in associations of all types and sizes.

A record number of more than 1,500 ASAE members provided salary data on over 6,200 individual positions. These individual responses were combined in a number of different ways to allow you to compare compensation levels in your association to those in other, similar associations.

You can use the data in your own salary negotiations; provide copies of the study to your compensation committee; use it to help you establish appropriate salary administration guidelines for your staff.

ASAE is grateful to those members who took time and effort to provide the information that made this analysis possible.

Best regards,

Elissa Myers

Elissa Matulis Myers, CAE
Director, Division of Member Services

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INTRODUCTION

This survey is the fourth in the ASAE series of association executive compensation studies that covers compensation, benefits and compensation practices. It reports compensation data on 26 executive positions in trade associations and professional societies in all budget sizes. All salary data were those in effect on January 1, 1985, or as close to that date as possible. Benefits are reported only if they are given to all management personnel.

Only a few changes were made in the present survey. These were minor changes in questions relating to fringe benefits. No changes were made in the salary section of the survey. As a consequence, comparisons can be made among the last three surveys. The samples in both surveys are large enough to be considered representative of association executives throughout the United States.

Survey Sample

Over 1,600 questionnaires were submitted for compilation, and 1,528 were used for the final report. Almost all of the surveys that were not used arrived too late for inclusion.

Twenty-six association positions were defined for the survey. These included twenty-four staff specialist positions plus the chief paid executive and the deputy chief paid executive. The data for the latter two positions are not necessarily for the two highest paid executives, since in some instances the number two person, or principal deputy, is not the second highest paid. Also, in a very few associations, the chief executive was reported as the second highest paid by a few thousand dollars. In most associations, however, the principal deputy was the second highest paid.

Respondents were asked to report data for their personnel only if the individual was devoting at least 75% of working time to duties as defined in the position description. Respondents were requested to ignore job title and classify their personnel for reporting purposes only by the defined survey job description.

Format

The data in this study are presented in four sections.

Section I consists of all the salary and compensation data for the chief association executive and the number two person, or principal deputy. In these 11 tables the base salary is shown on the top line for each classification, and the total cash compensation is in parentheses directly under the salary. Compensation data are shown by association budget, scope, type, geographic region, and principal city in the first nine tables. Data on Tables 1 through 7 are further divided between trade associations and professional societies. Tables 8 and 9 present city data for all of the top two executives reporting from those cities, regardless of association types. Tables 10 and 11 provide summary data for the top two association executives for all associations reporting, combining both trade association and professional society data.

Section II contains 24 tables (12-35) which report data on total cash compensation for the staff specialist positions most commonly found in associations. Definitions of duties usually performed in these positions are found at the top of each table. Very few people in these positions receive

additional cash compensation so only total cash compensation is reported. Base salary and total compensation are equal for most of the people reported in these positions.

Compensation data at the top of each table are given by scope and type for all associations. The rest of the data are divided by trade associations and professional societies and are reported by association budget, geographic area, and scope.

The level of compensation for staff specialists is determined by the amount of responsibility and the priority given that function by the association as well as by the usual determinants of association budget, region, and scope. No association reported compensation information in all 26 positions.

Section III (Tables 36-44) covers a wide range of information on compensation practices, employment history, and benefits afforded to association management personnel. Data on salary administration and benefits cover all management personnel, while data on employment profiles and miscellaneous business expenses relate to the chief association executive and number two executive only.

Section IV contains four tables (45-48) which define the characteristics of the survey sample.

The Appendix contains the survey instrument used in the current edition. The questionnaire can provide valuable insights as to how the data was compiled and the depth of interpretation which can be made.

Method

The method of analysis used in this survey was varied to suit the section because the sections contain distinctly different data.

In Sections I and II the salaries and total compensation are reported in three ways:

1. The average is one of the two measures of middle salary and total cash compensation. The average salary is the sum of all salaries reported in a position divided by the number reporting.

2. The median compensation was determined by ordering the compensations from lowest value to highest value and choosing the figure where one-half of the results were above and one-half of the results were below.

3. The salary (or total compensation) which is at the mid-point between the lowest and the median and between the median and the highest is also indicated. These are the salaries which have respectively 75% and 25% of the salaries reported above them.

No salary or total compensation data were reported unless there were at least five responses in the particular classification. No data were reported for the quartiles unless there were at least 20 responses.

The geographic regions used in this study are the regions used by the Census Bureau, and contain the following states:

New England—Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont
Middle Atlantic—New Jersey, New York, and Pennsylvania
East North Central—Illinois, Indiana, Michigan, Ohio, and Wisconsin
West North Central—Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, and South Dakota
South Atlantic—Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, and West Virginia
East South Central—Alabama, Kentucky, Mississippi, and Tennessee
West South Central—Arkansas, Louisiana, Oklahoma, and Texas

Mountain—Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah, and Wyoming
Pacific—Alaska, California, Hawaii, Oregon, Washington

In Section III the answers were reported as follows:

1. All data represents the numbers and percent of associations providing the specific benefits and other policies.
2. In some cases the data indicates the total responses possible and in others just the number of respondents answering the question.
3. "No answer" is reported where it is appropriate.

In Section IV the data are presented to indicate the number of associations in each class, group, type, and so forth. This section was included to provide the association executive with some indication of the basic characteristics of the sample and to help determine where a particular association fits into the sample.

Definitions

Base Salary—current annual salary.
Additional Cash Compensation—bonus, commissions, other cash payments, and deferred compensation (does not include cost of benefits or miscellaneous business expenses).
Total Cash Compensation—the sum of base salary and additional cash compensation.
Association Scope—extent of geographic spread represented by the association's membership.
Association Type—determined by the nature of the business or profession engaged in by the association members. Associations with a company membership base were classified as "Trade Associations" and divided into the following types: manufacturing; agricultural or food processing; financial or banking; insurance; health care; construction; transportation; wholesale or retail; service industries; other trade associations. Associations with individuals as members rather than companies were classified as "Professional Societies" and divided into the following types: legal; medical; pharmacy; educational; business; insurance; real estate; technical; fraternal or recreational; other professional societies.

SECTIONS I AND II COMPENSATION

Observations

The salary data in this survey are meant to serve as guidelines for association executives. Every association executive/managerial position has unique requirements which help determine the compensation for that position. Base salary and total compensation are shown in several ways (budget, type, scope, region, and city) so that any one position can be viewed from many perspectives. An additional perspective is available to those who have participated in previous Association Executive Compensation Studies. Very few changes were made in the salary portion of the survey between the 1981 and 1983 studies, and no changes were made between 1983 and 1985. As a consequence, there is some interesting trend information available for the period 1981-1985.

The general upward trend for association executive compensation continues, although inflation has been substantially tempered in the last two years. From January 1983 to January 1985 the Consumer Price Index for urban workers increased 7.8%. Average total compensation for the 26 positions in this study has generally increased faster than inflation in the last two years. Only three positions registered gains of less than 10% between 1983 and 1985.

Each of the last three ASAE compensation studies has some of the same participants, but the total sample has changed every time the study has been undertaken. Even with these changes there is a great deal of continuity in the three studies. The number of participants is sufficiently large that the data can be considered well representative of compensation currently paid association executives. Compensation in classifications with large numbers of participants generally will have small variations from the norm.

In this 1985 study a total of 6,201 association executives are represented: 1,522 chief paid executives, 929 deputy chief paid executives, and 3,750 staff specialists. Only three positions had fewer than 50 persons reported.

Position	1985 Respondents	1981 Average Total Compensation	1983 Average Total Compensation	1985 Average Total Compensation	'83-'85 % Chg.
Chief Paid Executive	1,522	$48,000	$55,600	$64,200	+ 15%
Deputy Chief Paid Executive	929	33,400	38,300	44,500	+ 16%
Director of Administration	473	26,500	29,800	35,100	+ 18%
Advertising Director	51	26,700	30,700	35,500	+ 16%
Advertising Sales Manager*	71	27,900	29,100	34,200	+ 18%
Chief Staff Attorney	107	40,000	47,000	56,500	+ 20%
Chapter Relations Director	68	26,900	29,100	34,800	+ 20%
Chief Economist	48	38,100	45,500	53,700	+ 18%
Communications Director	317	28,900	31,700	37,800	+ 19%
Director of Consumer Affairs	20	26,800	30,500	31,000	+ 2%
Controller	327	27,200	30,400	36,300	+ 19%
Conventions and Meetings Director	301	25,900	28,800	31,600	+ 10%
Education Director	293	27,800	32,600	36,100	+ 11%
Field Staff Director	58	28,700	34,400	35,300	+ 3%
Government Relations Officer	267	33,200	38,500	45,900	+ 19%
Director of Information	74	23,300	29,700	33,400	+ 12%
Marketing Director	85	32,800	34,800	37,900	+ 9%
Member Services Director	168	25,100	30,200	35,600	+ 18%
Membership Director	171	24,800	27,300	32,000	+ 17%
Personnel Director	85	N.A.**	28,900	33,300	+ 15%
Publications Editor	273	24,700	27,200	31,300	+ 15%
Public Relations Director	116	28,900	29,800	35,100	+ 18%
Regional Office Manager	95	29,800	32,400	36,200	+ 12%
Research Director	125	34,400	35,700	44,500	+ 25%
Technical Director	119	33,300	40,400	44,800	+ 11%
Washington Office Head	38	47,200	55,100	61,400	+ 11%

*Previously listed as Publication Advertising Manager in 1981 survey

**Data on this position not collected in 1981

• SECTION I •

Total Cash Compensation for Chief Paid Executive, Deputy Chief Paid Executive

TABLE I BASE SALARY & TOTAL CASH COMPENSATION

ANALYSIS BY ASSOCIATION BUDGET

POSITION: CHIEF PAID EXECUTIVE

Association Budget	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
TRADE ASSOCIATIONS					
$200,000 or less	141	$ 36,500 (38,300)	$ 36,000 (37,500)	$ 27,300 (29,700)	$ 44,000 (45,900)
$200,001- $300,000	100	45,900 (48,000)	44,000 (45,300)	37,000 (39,200)	53,300 (55,000)
$300,001- $500,000	146	51,500 (54,100)	48,100 (50,000)	40,500 (43,400)	60,000 (60,300)
$500,001- $750,000	96	63,800 (67,600)	62,500 (64,800)	50,400 (55,000)	75,000 (76,900)
$750,001- $1,000,000	71	65,500 (68,000)	63,000 (64,300)	53,000 (53,000)	72,000 (78,700)
$1,000,001- $2,500,000	165	77,300 (82,600)	77,000 (80,000)	60,000 (64,100)	92,900 (96,600)
$2,500,001- $5,000,000	62	104,600 (111,100)	98,400 (101,500)	78,500 (81,500)	120,300 (127,000)
$5,000,001- $10,000,000	27	125,200 (131,800)	110,000 (122,000)	84,000 (88,000)	160,000 (171,000)
Over $10,000,000	36	159,300 (170,300)	160,000 (169,000)	115,500 (119,100)	199,900 (208,800)
PROFESSIONAL SOCIETIES					
$200,000 or less	77	30,100 (31,200)	29,500 (30,000)	23,500 (25,000)	35,100 (37,300)
$200,001- $300,000	65	36,400 (37,900)	35,000 (36,000)	30,000 (30,100)	42,000 (44,000)
$300,001- $500,000	108	42,100 (44,000)	42,500 (43,100)	34,600 (34,700)	49,500 (50,500)
$500,001- $750,000	81	43,500 (45,100)	42,000 (43,200)	36,000 (37,400)	48,300 (50,500)
$750,001- $1,000,000	56	52,600 (54,400)	51,500 (52,800)	43,000 (43,800)	61,200 (63,200)
$1,000,001- $2,500,000	156	59,500 (62,600)	58,900 (60,000)	48,000 (50,000)	69,400 (72,200)
$2,500,001- $5,000,000	67	73,700 (75,600)	70,000 (73,000)	60,700 (63,600)	82,900 (83,000)
$5,000,001- $10,000,000	38	87,000 (91,600)	84,100 (88,000)	73,000 (74,300)	97,800 (102,000)
Over $10,000,000	30	108,100 (115,200)	104,000 (107,200)	83,000 (91,500)	127,700 (135,000)

IMPORTANT NOTE: Includes associations of all *types* and of all *scopes*. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the salary.

TABLE 2 BASE SALARY & TOTAL CASH COMPENSATION

ANALYSIS BY ASSOCIATION BUDGET

POSITION: DEPUTY CHIEF PAID EXECUTIVE

Association Budget	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
TRADE ASSOCIATIONS					
$200,000 or less	20	$ 22,800 (23,800)	$ 21,000 (21,500)	$19,000 (19,000)	$ 25,400 (26,800)
$200,001- $300,000	52	26,900 (27,300)	24,000 (24,800)	20,500 (21,100)	29,500 (30,000)
$300,001- $500,000	103	31,200 (32,100)	30,000 (30,200)	22,500 (23,700)	37,500 (39,600)
$500,001- $750,000	75	37,300 (37,800)	36,000 (36,000)	30,000 (30,000)	43,000 (43,500)
$750,001- $1,000,000	57	39,400 (40,700)	39,500 (40,000)	30,000 (30,000)	45,500 (46,400)
$1,000,001- $2,500,000	136	49,400 (50,800)	48,000 (51,300)	39,100 (40,000)	60,700 (62,400)
$2,500,001- $5,000,000	48	61,400 (65,800)	58,700 (61,700)	45,600 (52,500)	71,700 (79,800)
$5,000,001- $10,000,000	24	83,900 (86,900)	73,200 (79,400)	64,300 (64,300)	98,400 (100,600)
Over $10,000,000	31	102,200 (106,400)	102,000 (104,200)	77,000 (79,200)	126,000 (126,000)
PROFESSIONAL SOCIETIES					
$200,000 or less	6	22,400 (22,400)	21,500 (21,500)	*	*
$200,001- $300,000	21	25,700 (26,100)	24,000 (24,000)	19,800 (21,200)	27,400 (27,400)
$300,001- $500,000	62	27,700 (28,600)	24,800 (25,000)	20,800 (21,700)	34,100 (35,000)
$500,001- $750,000	48	27,800 (28,100)	25,500 (26,500)	22,200 (22,200)	32,400 (32,900)
$750,001- $1,000,000	41	33,300 (34,300)	33,000 (34,500)	25,700 (28,700)	40,200 (40,600)
$1,000,001- $2,500,000	108	38,800 (39,700)	38,200 (40,000)	31,600 (31,600)	45,000 (45,000)
$2,500,001- $5,000,000	50	50,300 (51,100)	47,800 (48,000)	42,000 (44,000)	60,000 (60,000)
$5,000,001- $10,000,000	27	64,800 (66,700)	66,800 (67,000)	55,800 (56,700)	75,000 (75,000)
Over $10,000,000	20	79,000 (82,300)	75,000 (76,000)	69,000 (69,600)	91,300 (98,600)

*Indicates too few responses to obtain statistically valid information.

IMPORTANT NOTE: Includes associations of all *types* and of all *scopes*. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the salary.

TABLE 3 BASE SALARY & TOTAL CASH COMPENSATION

ANALYSIS BY ASSOCIATION SCOPE

POSITION: CHIEF PAID EXECUTIVE, DEPUTY CHIEF PAID EXECUTIVE

Association Scope	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
TRADE ASSOCIATIONS		**CHIEF PAID EXECUTIVE**			
National	334	$87,000 (91,200)	$77,000 (78,100)	$56,400 (60,000)	$100,000 (106,000)
State/Regional	399	55,100 (58,900)	50,000 (53,400)	40,000 (41,500)	65,000 (70,000)
Local	111	48,100 (51,200)	42,000 (43,000)	33,800 (35,500)	54,000 (55,500)
PROFESSIONAL SOCIETIES					
National	317	62,100 (64,500)	58,800 (60,000)	44,100 (45,000)	75,800 (79,900)
State/Regional	232	48,000 (50,500)	43,000 (44,900)	34,000 (35,000)	56,100 (59,900)
Local	129	43,800 (45,800)	40,800 (43,000)	31,500 (33,000)	50,000 (54,300)
TRADE ASSOCIATIONS		**DEPUTY CHIEF PAID EXECUTIVE**			
National	227	58,000 (59,400)	50,000 (53,000)	36,000 (37,000)	71,000 (72,500)
State/Regional	262	37,300 (39,000)	35,000 (36,100)	25,000 (26,000)	45,000 (47,000)
Local	57	35,700 (36,800)	30,000 (30,800)	24,000 (24,000)	40,500 (45,500)
PROFESSIONAL SOCIETIES					
National	192	45,900 (46,700)	42,200 (44,000)	31,400 (32,000)	57,100 (58,900)
State/Regional	120	35,400 (36,700)	33,300 (34,400)	24,000 (24,700)	43,600 (44,000)
Local	71	28,900 (30,000)	27,600 (27,600)	22,000 (22,000)	34,500 (35,000)

IMPORTANT NOTE: Includes associations of all *budget sizes* and of all *types*. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the salary.

TABLE 4 BASE SALARY & TOTAL CASH COMPENSATION

ANALYSIS BY ASSOCIATION TYPE

POSITION: CHIEF PAID EXECUTIVE

Association Type	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
TRADE ASSOCIATIONS					
Manufacturing	155	$81,700 (86,900)	$70,000 (75,000)	$50,000 (51,000)	$ 99,500 (100,000)
Agricultural or Food Processing	69	62,200 (64,400)	50,000 (55,800)	39,000 (40,000)	75,300 (78,500)
Financial and Banking	63	78,600 (84,600)	67,500 (70,300)	52,600 (54,900)	90,000 (95,000)
Insurance	21	85,300 (90,400)	62,000 (70,000)	49,300 (51,000)	91,000 (105,300)
Health Care	55	64,400 (68,200)	55,000 (60,000)	44,000 (46,700)	80,000 (85,400)
Construction	128	50,500 (52,900)	45,500 (48,400)	36,400 (39,900)	60,000 (60,000)
Transportation	18	84,200 (89,700)	64,200 (64,200)	* *	* *
Wholesale or Retail	120	61,100 (66,300)	50,000 (56,200)	40,000 (41,500)	76,000 (79,300)
Service Industries	163	60,700 (63,500)	55,100 (58,000)	40,000 (40,000)	75,000 (75,000)
Other	52	75,500 (77,800)	74,100 (74,100)	44,300 (45,300)	95,000 (96,600)
TOTAL TRADE ASSOCIATIONS	844	66,800 (70,700)	57,700 (60,000)	42,000 (44,000)	80,000 (83,000)
PROFESSIONAL SOCIETIES					
Legal	40	52,000 (54,000)	45,500 (47,500)	34,600 (36,700)	63,600 (65,200)
Medical	168	54,300 (57,100)	50,000 (54,300)	36,000 (37,100)	71,000 (73,400)
Pharmacy	18	58,300 (59,800)	44,500 (46,800)	*	*
Educational	61	51,200 (53,500)	49,800 (52,600)	41,800 (43,000)	61,100 (63,700)
Business	72	59,400 (61,600)	56,000 (57,700)	40,000 (40,500)	75,000 (79,500)
Insurance	33	55,300 (59,600)	45,000 (45,000)	38,200 (39,200)	60,000 (63,500)
Real Estate	99	44,000 (45,900)	40,500 (43,200)	31,500 (33,000)	52,500 (54,000)
Technical	90	61,100 (63,400)	55,500 (57,500)	41,800 (44,000)	75,200 (76,800)
Fraternal, Recreational, or Charitable	81	50,400 (52,400)	47,700 (49,000)	37,300 (38,200)	60,000 (60,500)
Other	16	66,100 (68,900)	64,000 (67,500)	*	*
TOTAL PROFESSIONAL SOCIETIES	678	53,800 (56,200)	48,700 (50,000)	36,600 (38,000)	65,300 (69,200)

*Indicates too few responses to obtain statistically valid information.

IMPORTANT NOTE: Includes associations of all *budget sizes* and of all *scopes*. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the salary.

TABLE 5 BASE SALARY & TOTAL CASH COMPENSATION

ANALYSIS BY ASSOCIATION TYPE

POSITION: DEPUTY CHIEF PAID EXECUTIVE

Association Type	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
TRADE ASSOCIATIONS					
Manufacturing	110	$56,000 (57,700)	$48,500 (51,600)	$31,900 (32,500)	$71,300 (77,500)
Agricultural or Food Processing	45	39,200 (40,400)	35,000 (35,000)	24,100 (24,100)	44,000 (46,500)
Financial and Banking	43	54,000 (55,600)	45,100 (46,300)	37,400 (37,400)	61,500 (62,700)
Insurance	13	53,800 (54,400)	39,600 (39,600)	*	*
Health Care	38	45,400 (47,500)	42,100 (42,100)	24,300 (24,300)	58,300 (58,300)
Construction	73	37,000 (37,800)	33,400 (36,000)	26,400 (26,600)	44,500 (45,000)
Transportation	13	57,600 (59,700)	36,000 (41,000)	*	*
Wholesale or Retail	61	40,200 (43,100)	37,000 (40,000)	27,800 (29,300)	47,300 (52,300)
Service Industries	110	40,800 (41,600)	37,100 (38,500)	25,000 (26,000)	48,300 (50,500)
Other	40	47,200 (50,100)	44,800 (49,000)	30,700 (33,300)	57,000 (63,100)
TOTAL TRADE ASSOCIATIONS	546	45,700 (47,300)	40,000 (40,300)	28,000 (29,700)	57,100 (58,000)
PROFESSIONAL SOCIETIES					
Legal	21	39,400 (39,800)	39,400 (39,400)	27,000 (27,300)	52,000 (52,100)
Medical	100	40,900 (42,300)	35,800 (37,800)	27,900 (28,000)	50,900 (54,100)
Pharmacy	9	45,300 (45,400)	30,000 (30,000)	*	*
Educational	34	39,100 (39,900)	41,700 (43,200)	31,500 (32,500)	45,000 (45,000)
Business	40	41,000 (41,700)	39,800 (39,800)	29,100 (30,000)	51,800 (51,800)
Insurance	16	40,300 (45,200)	34,500 (35,300)	*	*
Real Estate	55	29,100 (29,700)	27,800 (27,800)	22,000 (22,000)	34,000 (35,000)
Technical	46	46,600 (47,200)	43,000 (45,000)	32,300 (32,300)	60,600 (60,600)
Fraternal, Recreational, or Charitable	55	36,800 (37,500)	35,000 (36,500)	25,000 (25,000)	42,000 (43,500)
Other	7	57,100 (58,000)	45,000 (45,000)	*	*
TOTAL PROFESSIONAL SOCIETIES	383	39,500 (40,500)	35,200 (37,000)	25,000 (25,500)	47,500 (48,900)

*Indicates too few responses to obtain statistically valid information.

IMPORTANT NOTE: Includes associations of all budget sizes and of all scopes. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the salary.

TABLE 6 BASE SALARY & TOTAL CASH COMPENSATION

ANALYSIS BY ASSOCIATION REGION

POSITION: CHIEF PAID EXECUTIVE

Geographic Region	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
TRADE ASSOCIATIONS					
New England	32	$57,100 (62,000)	$50,000 (54,000)	$40,000 (40,000)	$ 67,300 (69,500)
Middle Atlantic	89	74,800 (80,300)	66,000 (65,000)	46,500 (48,500)	88,500 (93,000)
East North Central	173	59,100 (62,700)	50,000 (54,200)	40,000 (41,200)	73,100 (75,000)
West North Central	69	53,800 (56,700)	50,500 (53,000)	39,300 (40,500)	63,800 (66,800)
South Atlantic	237	86,000 (89,300)	75,000 (76,400)	53,000 (55,900)	100,000 (105,500)
East South Central	40	53,200 (56,200)	50,000 (53,500)	38,900 (40,200)	61,000 (65,000)
West South Central	65	61,700 (67,900)	55,000 (60,000)	43,800 (45,800)	75,500 (81,900)
Mountain	44	52,200 (54,900)	48,000 (49,900)	37,600 (37,600)	63,800 (74,400)
Pacific	95	54,300 (57,900)	49,000 (50,700)	38,000 (40,000)	64,500 (65,000)
PROFESSIONAL SOCIETIES					
New England	24	42,700 (43,800)	41,000 (41,000)	31,300 (32,000)	49,300 (49,300)
Middle Atlantic	73	58,300 (60,000)	50,800 (53,000)	35,800 (35,900)	75,000 (78,500)
East North Central	154	54,700 (56,400)	50,000 (50,200)	38,800 (39,900)	65,300 (69,100)
West North Central	51	46,200 (48,600)	43,200 (46,100)	33,000 (35,000)	59,000 (59,400)
South Atlantic	171	60,400 (63,400)	55,000 (58,000)	43,700 (46,000)	74,000 (76,000)
East South Central	30	41,500 (43,500)	40,000 (41,300)	30,000 (31,300)	48,300 (52,900)
West South Central	53	55,100 (58,200)	48,800 (52,800)	39,200 (41,000)	67,800 (68,300)
Mountain	46	44,600 (47,400)	39,800 (41,500)	31,300 (32,800)	55,000 (56,100)
Pacific	76	50,800 (53,500)	44,100 (44,200)	35,000 (36,100)	60,000 (63,300)

IMPORTANT NOTE: Includes associations of all *budget sizes*, all *types* and all *scopes*. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the salary.

TABLE 7 BASE SALARY & TOTAL CASH COMPENSATION

ANALYSIS BY ASSOCIATION REGION

POSITION: DEPUTY CHIEF PAID EXECUTIVE

Geographic Region	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
TRADE ASSOCIATIONS					
New England	21	$37,900 (41,800)	$32,000 (32,000)	$24,500 (24,500)	$50,300 54,000
Middle Atlantic	70	49,900 (51,500)	44,800 (45,300)	30,600 (30,600)	63,100 (64,800)
East North Central	104	41,800 (43,000)	37,500 (37,500)	25,300 (26,000)	52,800 (54,500)
West North Central	43	38,300 (42,700)	38,000 (40,000)	30,000 (30,200)	43,000 (50,000)
South Atlantic	158	56,500 (57,500)	47,000 (47,500)	34,800 (35,000)	70,600 (71,300)
East South Central	20	35,400 (36,500)	35,700 (36,800)	21,500 (23,300)	44,500 (44,500)
West South Central	43	38,600 (40,300)	39,500 (40,000)	24,000 (25,500)	52,000 (52,000)
Mountain	26	39,800 (41,400)	38,500 (40,200)	27,500 (27,500)	50,500 (53,200)
Pacific	61	38,400 (39,400)	33,100 (34,200)	25,000 (25,700)	43,900 (44,700)
PROFESSIONAL SOCIETIES					
New England	14	27,900 (28,200)	24,000 (24,000)	*	*
Middle Atlantic	39	44,400 (45,200)	42,000 (44,000)	26,900 (27,400)	60,000 (60,000)
East North Central	88	40,600 (41,200)	37,000 (37,600)	25,300 (27,000)	48,000 (48,000)
West North Central	24	33,900 (36,100)	31,800 (35,000)	25,300 (29,200)	42,400 (43,900)
South Atlantic	105	44,500 (45,500)	40,000 (41,000)	31,500 (32,000)	55,000 (55,100)
East South Central	14	31,900 (32,900)	30,700 (32,000)	*	*
West South Central	33	36,300 (37,800)	28,600 (30,000)	22,300 (23,200)	43,700 (45,800)
Mountain	23	33,400 (34,600)	25,000 (25,000)	22,000 (22,000)	46,000 (46,000)
Pacific	43	35,400 (36,500)	32,500 (33,500)	22,500 (22,700)	43,000 (45,000)

*Indicates too few responses to obtain statistically valid information.

IMPORTANT NOTE: Includes associations of all *budget sizes*, all *types* and all *scopes*. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the salary.

TABLE 8 BASE SALARY & TOTAL CASH COMPENSATION

ANALYSIS BY SELECTED METROPOLITAN AREAS

POSITION: CHIEF PAID EXECUTIVE

Metropolitan Area	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
Atlanta	19	$66,300 (67,500)	$61,800 (63,000)	*	*
Austin	42	59,000 (64,600)	54,000 (57,000)	$44,000 (46,700)	$ 70,800 (75,000)
Boston	18	56,300 (57,500)	54,000 (56,500)	*	*
Chicago	105	70,500 (73,400)	65,000 (70,600)	48,600 (49,600)	84,500 (87,500)
Cleveland	10	58,700 (59,800)	60,600 (61,400)	*	*
Columbus	34	48,400 (50,600)	46,600 (47,300)	37,600 (39,400)	58,100 (60,700)
Dallas	18	65,200 (69,500)	65,000 (67,000)	*	*
Denver	26	55,100 (58,200)	47,000 (48,000)	38,400 (38,400)	79,600 (81,000)
Des Moines	18	54,800 (58,900)	50,700 (53,600)	*	*
Detroit	16	65,500 (72,400)	58,500 (63,500)	*	*
Harrisburg	19	50,500 (52,400)	45,000 (50,000)	*	*
Indianapolis	24	50,000 (54,100)	45,600 (50,000)	40,300 (41,400)	68,000 (69,500)
Kansas City	15	47,100 (48,400)	50,400 (50,500)	*	*
Lansing	21	53,100 (57,900)	45,000 (51,400)	39,900 (43,500)	63,000 (64,000)
Los Angeles	31	61,300 (68,900)	50,200 (60,000)	40,600 (41,200)	75,000 (80,000)
Minneapolis	25	56,500 (60,100)	55,000 (55,000)	39,500 (42,500)	66,200 (73,800)
New York City	65	88,600 (94,800)	78,000 (87,200)	58,400 (60,000)	109,300 (110,000)
Philadelphia	14	50,900 (51,800)	51,500 (54,000)	*	*
Phoenix	13	49,000 (52,300)	45,000 (50,800)	*	*
Sacramento	21	62,300 (66,000)	53,000 (60,800)	47,000 (48,000)	77,500 (81,000)
San Francisco	19	67,100 (72,400)	68,000 (70,000)	*	*
St. Louis	16	52,400 (56,100)	48,600 (52,000)	*	*
Washington, D.C.	254	88,200 (91,700)	76,100 (78,100)	58,000 (60,500)	100,000 (105,300)

*Indicates too few responses to obtain statistically valid information.

IMPORTANT NOTE: Includes associations of all *budget sizes*, all types and all scopes. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the salary.

TABLE 9 BASE SALARY & TOTAL CASH COMPENSATION

ANALYSIS BY SELECTED METROPOLITAN AREAS

POSITION: DEPUTY CHIEF PAID EXECUTIVE

Metropolitan Area	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
Atlanta	15	$42,700 (43,000)	$41,000 (41,000)	*	*
Austin	27	34,400 (36,500)	29,700 (32,800)	$27,000 (27,000)	$40,300 (42,500)
Boston	13	33,600 (34,300)	31,200 (31,200)	*	*
Chicago	61	54,000 (55,100)	50,000 (50,000)	36,300 (37,800)	69,400 (69,400)
Cleveland	7	34,900 (35,000)	36,400 (37,100)	*	*
Columbus	23	33,000 (34,500)	30,100 (31,900)	22,000 (23,500)	41,000 (41,000)
Dallas	13	45,200 (46,900)	43,000 (45,400)	*	*
Denver	17	42,900 (43,800)	38,500 (40,400)	*	*
Des Moines	15	36,100 (37,600)	32,000 (35,200)	*	*
Detroit	11	47,900 (49,200)	42,000 (46,500)	*	*
Harrisburg	13	36,700 (37,400)	35,000 (35,600)	*	*
Indianapolis	15	34,100 (34,600)	35,000 (35,800)	*	*
Kansas City	10	32,200 (37,500)	36,200 (36,200)	*	*
Lansing	15	36,400 (37,500)	33,000 (33,600)	*	*
Los Angeles	22	38,600 (39,300)	36,800 (37,000)	23,600 (24,800)	44,000 (45,800)
Minneapolis	14	37,900 (45,200)	39,800 (39,800)	*	*
New York City	51	57,100 (58,800)	53,000 (55,500)	35,000 (37,500)	70,000 (75,000)
Philadelphia	7	36,600 (37,200)	32,500 (32,500)	*	*
Phoenix	5	41,600 (46,400)	44,700 (44,700)	*	*
Sacramento	15	38,000 (39,800)	32,400 (34,200)	*	*
San Francisco	12	48,400 (50,800)	41,000 (44,500)	*	*
St. Louis	8	45,400 (51,800)	44,300 (46,300)		
Washington, D.C.	174	59,900 (60,700)	54,800 (54,800)	38,200 (39,300)	72,400 (72,800)

*Indicates too few responses to obtain statistically valid information.

IMPORTANT NOTE: Includes associations of all *budget sizes*, all *types* and all *scopes*. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the salary.

TABLE 10 SUMMARY DATA— BASE SALARY & TOTAL CASH COMPENSATION

POSITION: CHIEF PAID EXECUTIVE

Association Budget	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
$200,000 or less	218	$ 34,200 (35,800)	$ 33,000 (34,500)	$ 26,500 (27,800)	$ 40,000 (41,600)
$200,001- $300,000	165	42,100 (44,000)	40,200 (41,500)	33,800 (35,000)	49,000 (52,000)
$300,001- $500,000	254	47,500 (49,800)	45,000 (48,000)	38,100 (40,000)	53,000 (57,500)
$500,001- $750,000	177	54,500 (57,300)	50,000 (53,000)	40,400 (42,500)	66,000 (70,000)
$750,001- $1,000,000	127	59,800 (62,000)	57,000 (59,400)	48,000 (49,500)	69,000 (70,000)
$1,000,001- $2,500,000	321	68,700 (72,900)	64,400 (70,000)	52,300 (55,000)	82,000 (86,800)
$2,500,001- $5,000,000	129	88,600 (92,700)	81,000 (82,500)	68,000 (70,000)	101,000 (105,500)
$5,000,001- $10,000,000	65	102,900 (108,300)	88,000 (93,500)	75,000 (78,700)	115,800 (131,000)
Over $10,000,000	66	136,000 (145,300)	120,000 (133,800)	100,000 (102,300)	170,100 (190,000)
Association Region					
New England	56	50,900 (54,200)	43,600 (44,500)	35,000 (36,000)	61,600 (62,000)
Middle Atlantic	162	67,400 (71,200)	57,300 (60,000)	40,000 (42,000)	83,200 (87,400)
East North Central	327	57,000 (59,700)	50,000 (52,000)	40,000 (40,600)	70,000 (71,500)
West North Central	120	50,600 (53,300)	47,800 (50,500)	36,100 (39,100)	62,400 (62,400)
South Atlantic	408	75,300 (78,500)	65,000 (68,000)	47,500 (50,000)	89,600 (92,500)
East South Central	70	48,100 (50,700)	45,200 (47,300)	33,400 (35,800)	57,400 (60,300)
West South Central	118	58,800 (63,500)	53,300 (56,500)	40,800 (43,900)	73,700 (75,400)
Mountain	90	48,300 (51,000)	43,000 (46,900)	32,900 (34,400)	60,000 (63,300)
Pacific	171	52,700 (56,000)	46,800 (48,600)	36,000 (38,000)	64,000 (64,500)
Association Scope					
National	651	74,900 (78,200)	66,000 (70,000)	49,000 (50,200)	88,000 (92,000)
State/Regional	631	52,500 (55,800)	48,000 (50,000)	38,000 (40,000)	63,000 (65,900)
Local	240	45,800 (48,300)	42,000 (43,000)	33,000 (34,000)	51,900 (55,000)

IMPORTANT NOTE: Includes associations of all *budget sizes*, all *types* and all *scopes*. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the salary.

TABLE 11 SUMMARY DATA— BASE SALARY & TOTAL CASH COMPENSATION

POSITION: DEPUTY CHIEF PAID EXECUTIVE

Association Budget	No. of Responses	Average	Median	75% Earn Above This Amount	25% Earn Above This Amount
$200,000 or less	26	$22,700 (23,500)	$21,300 (21,500)	$19,200 (19,200)	$ 25,100 (26,300)
$200,001- $300,000	73	26,500 (26,900)	24,000 (24,000)	20,400 (21,200)	28,000 (30,000)
$300,001- $500,000	165	29,900 (30,700)	28,000 (29,000)	22,000 (22,500)	36,000 (37,500)
$500,001- $750,000	123	33,600 (34,000)	31,500 (32,500)	25,000 (25,300)	40,000 (41,000)
$750,001- $1,000,000	98	36,800 (38,000)	35,000 (36,400)	30,000 (30,000)	44,000 (44,300)
$1,000,001- $2,500,000	244	44,700 (45,900)	43,000 (44,500)	35,000 (35,000)	54,400 (55,400)
$2,500,001- $5,000,000	98	55,700 (58,300)	53,600 (55,000)	42,500 (45,000)	65,700 (67,400)
$5,000,001- $10,000,000	51	73,800 (76,200)	69,500 (70,000)	60,000 (60,000)	81,000 (82,500)
Over $10,000,000	51	93,100 (97,000)	85,000 (92,000)	72,600 (75,000)	111,800 (117,000)
Association Region					
New England	35	33,900 (36,300)	29,100 (31,000)	22,000 (23,000)	44,000 (44,000)
Middle Atlantic	109	48,000 (49,200)	44,100 (45,000)	29,500 (29,500)	61,000 (62,000)
East North Central	192	41,300 (42,200)	37,300 (37,500)	25,300 (26,100)	49,800 (50,000)
West North Central	67	36,700 (40,300)	37,100 (38,000)	29,000 (30,000)	42,500 (46,500)
South Atlantic	263	51,700 (52,700)	44,000 (44,600)	32,000 (33,000)	66,300 (66,300)
East South Central	34	34,000 (35,000)	34,700 (36,000)	20,000 (21,900)	41,900 (43,500)
West South Central	76	37,600 (39,200)	35,000 (36,000)	24,000 (25,100)	47,500 (49,900)
Mountain	49	36,800 (38,200)	33,800 (38,500)	23,900 (24,000)	47,500 (47,800)
Pacific	104	37,200 (38,200)	33,100 (34,100)	24,300 (25,000)	43,600 (44,800)
Association Scope					
National	419	52,500 (53,600)	45,000 (45,600)	35,000 (35,000)	66,700 (67,000)
State/Regional	382	36,700 (38,300)	34,100 (35,000)	25,000 (25,500)	44,000 (46,000)
Local	128	31,900 (33,000)	29,900 (30,000)	22,100 (22,600)	37,800 (38,000)

IMPORTANT NOTE: Includes associations of all *budget sizes*, all *types* and all *scopes*. Base salary is shown on the top line for each classification. Total cash compensation is in parentheses directly under the salary.

• SECTION II •

Total Cash Compensation for Department Head Personnel

TABLE 12 TOTAL CASH COMPENSATION
POSITION: DIRECTOR OF ADMINISTRATION

Description of Functions: Handles the internal administrative matters of the association. Responsible for efficient administration of the association's headquarters and field offices, including personnel, space, office equipment, facilities, vehicles, and necessary supporting services (e.g., mail, messenger, switchboard, reservations, receptionist, etc.). If the position of Controller does not exist, also administers the accounting, payroll, and disbursement functions.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	264	$39,800	$35,000	$26,700	$46,600
State/Regional	167	29,600	26,000	21,000	35,000
Local	42	27,400	23,600	21,200	30,100

TYPE					
Trade Associations	269	36,200	30,400	24,000	44,500
Professional Societies	204	33,600	30,500	23,000	40,000

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	6	$20,100	$20,000	*	*	1	*	*	*	*
$200,001-$300,000	10	22,500	19,500	*	*	5	$22,900	$20,500	*	*
$300,001-$500,000	34	23,400	22,400	$19,000	$25,000	16	22,200	21,000	*	*
$500,001-$750,000	27	28,100	27,500	22,000	31,000	22	23,500	22,000	$20,000	$25,100
$750,001-$1,000,000	27	28,200	25,000	21,500	34,000	19	26,600	26,000	*	*
$1,000,001-$2,500,000	84	33,000	30,900	24,600	39,700	58	28,700	28,000	23,800	33,000
$2,500,001-$5,000,000	42	45,900	42,600	33,000	58,300	44	37,300	38,100	32,300	43,400
$5,000,001-$10,000,000	16	51,800	52,500	*	*	23	44,500	45,000	35,000	50,000
Over $10,000,000	23	67,100	69,500	54,000	78,100	16	63,900	64,000	*	*
AREA										
New England	7	37,700	40,000	*	*	4	*	*	*	*
Middle Atlantic	30	38,200	32,200	23,700	50,000	25	36,900	32,000	25,800	44,000
East North Central	47	33,000	28,000	22,200	39,900	47	34,100	32,000	25,000	42,900
West North Central	21	32,700	30,000	22,700	40,700	18	29,700	27,000	*	*
South Atlantic	101	41,400	35,000	26,500	52,200	63	35,900	32,300	24,700	43,000
East South Central	10	24,300	22,900	*	*	0	—	—	—	—
West South Central	20	27,800	25,400	20,400	35,900	17	31,400	28,500	*	*
Mountain	11	34,100	27,800	*	*	7	27,200	24,000	*	*
Pacific	22	33,200	28,700	23,600	44,000	23	29,900	25,000	21,000	32,200
SCOPE										
National	145	41,500	35,500	26,500	51,500	119	37,600	33,600	27,500	43,500
State/Regional	106	29,600	26,200	21,300	36,000	61	29,400	25,200	20,800	33,400
Local	18	31,400	25,000	*	*	24	24,500	22,300	20,300	29,000

*Indicates too few responses to obtain statistically valid information.

TABLE 13 TOTAL CASH COMPENSATION
POSITION: ADVERTISING DIRECTOR

Description of Functions: Develops and administers the association's national, regional and/or local advertising activities. Assists members and member committees in development and execution of their advertising programs. Maintains liaison and makes arrangements with advertising agencies and media. Initiates association advertising plans and programs. (Do not confuse with Publication Advertising Manager, who has the responsibility for selling advertising in association publications.)

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	34	$38,700	$34,900	$26,800	$47,300
State/Regional	13	29,300	25,000	*	*
Local	4	*	*	*	*
TYPE					
Trade Associations	26	34,200	29,700	23,800	47,300
Professional Societies	25	36,900	30,000	25,000	40,500

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	0	—	—	—	—
$200,001-$300,000	1	*	*	*	*	0	—	—	—	—
$300,001-$500,000	1	*	*	*	*	0	—	—	—	—
$500,001-$750,000	0	—	—	—	—	0	—	—	—	—
$750,001-$1,000,000	3	*	*	*	*	4	*	*	*	*
$1,000,001-$2,500,000	8	$30,600	$29,700	*	*	8	$37,000	$27,500	*	*
$2,500,001-$5,000,000	5	35,200	28,000	*	*	5	34,000	30,000	*	*
$5,000,001-$10,000,000	3	*	*	*	*	3	*	*	*	*
Over $10,000,000	5	43,400	39,500	*	*	5	50,300	35,400	*	*
AREA										
New England	0	—	—	—	—	0	—	—	—	—
Middle Atlantic	2	*	*	*	*	5	30,500	30,000	*	*
East North Central	7	28,900	24,000	*	*	7	30,300	30,000	*	*
West North Central	4	*	*	*	*	0	—	—	—	—
South Atlantic	7	40,700	38,300	*	*	8	52,600	47,700	*	*
East South Central	2	*	*	*	*	1	*	*	*	*
West South Central	1	*	*	*	*	1	*	*	*	*
Mountain	0	—	—	—	—	0	—	—	—	—
Pacific	3	*	*	*	*	3	*	*	*	*
SCOPE										
National	16	35,900	35,000	*	*	18	41,300	34,900	*	*
State/Regional	9	32,100	25,000	*	*	4	*	*	*	*
Local	1	*	*	*	*	3	*	*	*	*

*Indicates too few responses to obtain statistically valid information.

TABLE 14 TOTAL CASH COMPENSATION
POSITION: ADVERTISING SALES MANAGER

Description of Functions: Directs the promotion, marketing, selling, and servicing of advertising in the association's major periodical and special publications. This includes direct selling and may include the supervision of other salespersons or outside sales representatives. (Do not confuse with Advertising Director, who has responsibility for directing industry advertising effort.)

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	58	$34,400	$30,000	$23,900	$40,000
State/Regional	10	32,400	28,500	*	*
Local	3	*	*	*	*

TYPE					
Trade Associations	32	33,000	28,100	21,600	38,900
Professional Societies	39	35,100	30,000	25,000	40,000

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	0	—	—	—	—
$200,001-$300,000	0	—	—	—	—	0	—	—	—	—
$300,001-$500,000	0	—	—	—	—	0	—	—	—	—
$500,001-$750,000	1	*	*	*	*	0	—	—	—	—
$750,001-$1,000,000	1	*	*	*	*	0	—	—	—	—
$1,000,001-$2,500,000	14	$27,400	$22,000	*	*	8	$25,900	$25,000	*	*
$2,500,001-$5,000,000	6	33,900	26,300	*	*	10	35,100	33,500	*	*
$5,000,001-$10,000,000	4	*	*	*	*	11	31,600	26,200	*	*
Over $10,000,000	6	46,100	43,600	*	*	10	46,300	40,500	*	*

AREA										
New England	2	*	*	*	*	1	*	*	*	*
Middle Atlantic	4	*	*	*	*	11	42,100	30,000	*	*
East North Central	9	33,900	25,000	*	*	7	30,600	26,400	*	*
West North Central	1	*	*	*	*	3	*	*	*	*
South Atlantic	10	31,800	29,300	*	*	12	28,700	27,900	*	*
East South Central	0	—	—	—	—	0	—	—	—	—
West South Central	2	*	*	*	*	2	*	*	*	*
Mountain	1	*	*	*	*	2	*	*	*	*
Pacific	3	*	*	*	*	1	*	*	*	*

SCOPE										
National	22	33,500	29,300	$22,000	$40,500	36	35,000	31,500	$25,000	$39,900
State/Regional	7	30,600	27,600	*	*	3	*	*	*	*
Local	3	*	*	*	*	0	—	—	—	—

*Indicates too few responses to obtain statistically valid information.

TABLE 15 TOTAL CASH COMPENSATION
POSITION: CHIEF STAFF ATTORNEY

Description of Functions: Serves as the full-time head of the association's legal staff. This position is a staff position, not outside counsel. Handles legal matters pertaining to association activities. Provides legal advice to other association personnel or members on association matters. May engage outside counsel as required. May represent the association in matters of litigation. May appear as a witness before legislative, regulatory, or administrative agencies. However, if this individual spends 75% or more of his/her time on government relations, salary should be reported as Government Relations Director.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	51	$66,800	$60,000	$49,700	$84,000
State/Regional	54	46,800	44,200	35,000	55,200
Local	2	*	*	*	*

TYPE					
Trade Associations	74	60,800	55,000	43,600	77,500
Professional Societies	33	46,600	42,000	36,000	56,400

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	1	*	*	*	*
$200,001-$300,000	0	—	—	—	—	0	—	—	—	—
$300,001-$500,000	3	*	*	*	*	2	*	*	*	*
$500,001-$750,000	6	$26,800	$28,000	*	*	0	—	—	—	—
$750,001-$1,000,000	5	44,100	48,000	*	*	4	*	*	*	*
$1,000,001-$2,500,000	26	53,800	53,000	$43,200	$63,900	10	$38,000	$39,500	*	*
$2,500,001-$5,000,000	8	60,000	55,000	*	*	2	*	*	*	*
$5,000,001-$10,000,000	10	75,300	61,300	*	*	9	58,000	57,800	*	*
Over $10,000,000	16	88,600	87,500	*	*	5	58,700	66,600	*	*
AREA										
New England	2	*	*	*	*	0	—	—	—	—
Middle Atlantic	9	67,800	59,200	*	*	4	*	*	*	*
East North Central	12	53,200	53,800	*	*	8	45,700	41,200	*	*
West North Central	6	38,000	37,500	*	*	1	*	*	*	*
South Atlantic	31	71,600	65,000	53,000	90,000	8	42,400	40,000	*	*
East South Central	3	*	*	*	*	3	*	*	*	*
West South Central	4	*	*	*	*	4	*	*	*	*
Mountain	3	*	*	*	*	1	*	*	*	*
Pacific	4	*	*	*	*	4	*	*	*	*
SCOPE										
National	35	76,000	71,600	55,000	92,500	16	46,600	41,800	*	*
State/Regional	37	46,900	46,600	32,200	56,800	17	46,700	42,000	*	*
Local	2	*	*	*	*	0	—	—	—	—

*Indicates too few responses to obtain statistically valid information.

TABLE 16 TOTAL CASH COMPENSATION
POSITION: CHAPTER RELATIONS DIRECTOR

Description of Functions: Coordinates the activities of chapters of the association. Facilitates the flow of information between the chapters, and between the chapters and the national (or overall state) association. May conduct orientation programs for chapter officers.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	50	$35,100	$32,500	$25,800	$41,900
State/Regional	16	33,000	26,700	*	*
Local	2	*	*	*	*
TYPE					
Trade Associations	19	38,600	32,500	*	*
Professional Societies	49	33,300	32,400	24,300	40,100

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	1	*	*	*	*
$200,001-$300,000	0	—	—	—	—	1	*	*	*	*
$300,001-$500,000	2	*	*	*	*	0	—	—	—	—
$500,001-$750,000	2	*	*	*	*	2	*	*	*	*
$750,001-$1,000,000	2	*	*	*	*	0	—	—	—	—
$1,000,001-$2,500,000	5	$31,600	$29,000	*	*	15	$31,300	$28,000	*	*
$2,500,001-$5,000,000	2	*	*	*	*	14	32,600	32,700	*	*
$5,000,001-$10,000,000	3	*	*	*	*	8	37,100	35,400	*	*
Over $10,000,000	3	*	*	*	*	8	46,100	35,700	*	*
AREA										
New England	0	—	—	—	—	2	*	*	*	*
Middle Atlantic	2	*	*	*	*	5	38,500	37,800	*	*
East North Central	6	36,500	35,000	*	*	22	31,000	30,500	$22,400	$37,000
West North Central	1	*	*	*	*	0	—	—	—	—
South Atlantic	7	42,500	32,500-	*	*	14	32,200	29,700	*	*
East South Central	0	—	—	—	—	0	—	—	—	—
West South Central	1	*	*	*	*	3	*	*	*	*
Mountain	0	—	—	—	—	0	—	—	—	—
Pacific	2	*	*	*	*	3	*	*	*	*
SCOPE										
National	10	45,500	44,500	*	*	40	32,500	31,200	24,600	39,500
State/Regional	8	29,900	26,300	*	*	8	36,200	34,200	*	*
Local	1	*	*	*	*	1	*	*	*	*

*Indicates too few responses to obtain statistically valid information.

TABLE 17 TOTAL CASH COMPENSATION
POSITION: CHIEF ECONOMIST

Description of Functions: Serves as the staff employee in charge of economic analysis and economic research pertaining to association programs and activities. Advises and assists members and member committees on economic factors affecting the nation, the industry, or the profession. Conducts special economic studies. May testify before legislative or regulatory agencies.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	29	$60,800	$50,600	$38,600	$79,500
State/Regional	18	42,900	39,500	*	*
Local	1	*	*	*	*
TYPE					
Trade Associations	40	53,400	47,100	36,300	58,900
Professional Societies	8	55,000	39,500	*	*

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	0	—	—	—	—
$200,001-$300,000	0	—	—	—	—	0	—	—	—	—
$300,001-$500,000	0	—	—	—	—	0	—	—	—	—
$500,001-$750,000	1	*	*	*	*	0	—	—	—	—
$750,001-$1,000,000	6	$37,200	$40,500	*	*	0	—	—	—	—
$1,000,001-$2,500,000	11	41,200	38,400	*	*	1	*	*	*	*
$2,500,001-$5,000,000	7	51,100	57,800	*	*	2	*	*	*	*
$5,000,001-$10,000,000	7	67,300	48,900	*	*	3	*	*	*	*
Over $10,000,000	8	75,200	76,000	*	*	2	*	*	*	*
AREA										
New England	2	*	*	*	*	0	—	—	—	—
Middle Atlantic	5	57,500	36,100	*	*	0	—	—	—	—
East North Central	6	48,200	44,500	*	*	7	$52,300	$39,000	*	*
West North Central	2	*	*	*	*	0	—	—	—	—
South Atlantic	18	60,200	53,500	*	*	0	—	—	—	—
East South Central	1	*	*	*	*	0	—	—	—	—
West South Central	0	—	—	—	—	0	—	—	—	—
Mountain	5	42,600	48,900	*	*	0	—	—	—	—
Pacific	1	*	*	*	*	1	*	*	*	*
SCOPE										
National	24	61,500	54,200	$41,800	$76,500	5	57,500	36,300	*	*
State/Regional	15	41,300	38,400	*	*	3	*	*	*	*
Local	1	*	*	*	*	0	—	—	—	—

*Indicates too few responses to obtain statistically valid information.

TABLE 18 TOTAL CASH COMPENSATION
POSITION: COMMUNICATIONS DIRECTOR

Description of Functions: Directs all communications activities of the association. This includes public relations, media relations, membership communications, and all association publications. Serves as spokesman for the association second only to the top executive in this role. Supervises Public Relations Director and Editor.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	184	$42,700	$39,000	$30,600	$50,000
State/Regional	103	31,800	29,000	22,000	40,000
Local	30	27,900	25,200	23,900	31,600

TYPE					
Trade Associations	177	39,400	34,000	26,800	50,000
Professional Societies	140	35,800	33,000	25,100	42,500

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	2	*	*	*	*	0	—	—	—	—
$200,001-$300,000	4	*	*	*	*	1	*	*	*	*
$300,001-$500,000	17	$25,400	$22,800	*	*	4	*	*	*	*
$500,001-$750,000	12	28,700	29,000	*	*	8	$22,800	$22,200	*	*
$750,001-$1,000,000	17	26,200	26,000	*	*	16	26,300	24,200	*	*
$1,000,001-$2,500,000	56	35,500	33,000	$27,100	$44,000	44	29,800	29,300	$24,200	$34,500
$2,500,001-$5,000,000	33	44,100	43,000	31,000	52,900	32	35,700	36,400	31,300	39,800
$5,000,001-$10,000,000	14	51,600	50,000	*	*	19	46,300	46,000	*	*
Over $10,000,000	22	61,900	58,800	46,600	80,300	16	56,600	52,100	*	*
AREA										
New England	6	32,600	30,300	*	*	2	*	*	*	*
Middle Atlantic	21	44,500	46,300	34,000	54,500	14	40,400	39,200	*	*
East North Central	27	36,700	37,000	25,800	45,000	43	34,900	33,000	28,000	41,000
West North Central	10	29,800	28,000	*	*	10	32,500	31,500	*	*
South Atlantic	70	45,100	40,900	30,000	54,400	41	37,700	35,000	27,700	44,500
East South Central	6	31,900	30,300	*	*	0	—	—	—	—
West South Central	14	26,400	25,300	*	*	11	33,600	31,000	*	*
Mountain	7	35,000	30,500	*	*	5	26,700	24,000	*	*
Pacific	16	36,400	33,500	*	*	14	37,000	37,800	*	*
SCOPE										
National	101	45,600	42,500	31,300	54,500	83	39,100	36,100	29,600	45,000
State/Regional	64	31,400	28,000	22,000	38,300	39	32,600	30,000	23,600	40,200
Local	12	29,300	25,000	*	*	18	27,000	25,200	*	*

*Indicates too few responses to obtain statistically valid information.

TABLE 19 TOTAL CASH COMPENSATION

POSITION: DIRECTOR OF CONSUMER AFFAIRS

Description of Functions: Directs the consumer-related activities of the association. Facilitates communication between consumers and member organizations or members. May conduct a campaign to inform consumers of the availability of association assistance.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	11	$34,100	$33,600	*	*
State/Regional	7	27,100	22,500	*	*
Local	2	*	*	*	*

TYPE					
Trade Associations	17	31,600	33,000	*	*
Professional Societies	3	*	*	*	*

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	0	—	—	—	—
$200,001-$300,000	0	—	—	—	—	0	—	—	—	—
$300,001-$500,000	1	*	*	*	*	1	*	*	*	*
$500,001-$750,000	0	—	—	—	—	0	—	—	—	—
$750,001-$1,000,000	1	*	*	*	*	1	*	*	*	*
$1,000,001-$2,500,000	7	$28,500	$24,500	*	*	1	*	*	*	*
$2,500,001-$5,000,000	4	*	*	*	*	0	—	—	—	—
$5,000,001-$10,000,000	1	*	*	*	*	0	—	—	—	—
Over $10,000,000	3	*	*	*	*	0	—	—	—	—
AREA										
New England	0	—	—	—	—	1	*	*	*	*
Middle Atlantic	6	31,800	35,700	*	*	0	—	—	—	—
East North Central	2	*	*	*	*	1	*	*	*	*
West North Central	2	*	*	*	*	0	—	—	—	—
South Atlantic	7	33,500	33,600	*	*	1	*	*	*	*
East South Central	0	—	—	—	—	0	—	—	—	—
West South Central	0	—	—	—	—	0	—	—	—	—
Mountain	0	—	—	—	—	0	—	—	—	—
Pacific	0	—	—	—	—	0	—	—	—	—
SCOPE										
National	10	34,100	33,300	*	*	1	*	*	*	*
State/Regional	5	28,000	22,500	*	*	2	*	*	*	*
Local	2	*	*	*	*	0	—	—	—	—

*Indicates too few responses to obtain statistically valid information.

TABLE 20 TOTAL CASH COMPENSATION
POSITION: CONTROLLER

Description of Functions: Directs the financial affairs of the association. Prepares and maintains financial statements, records, and reports. Analyzes effectiveness of association systems and procedures. Assists the Finance Committee of the Board of Directors in review and analysis of association financial matters. May direct the EDP activities of the association.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	199	$39,500	$37,000	$28,800	$48,900
State/Regional	99	32,000	29,100	22,400	40,000
Local	30	29,800	24,500	21,900	40,900
TYPE					
Trade Associations	171	35,900	32,800	25,000	43,300
Professional Societies	156	36,800	35,000	23,300	48,200

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	0	—	—	—	—
$200,001-$300,000	1	*	*	*	*	3	*	*	*	*
$300,001-$500,000	5	$23,000	$21,000	*	*	6	$23,800	$23,800	*	*
$500,001-$750,000	15	23,600	22,300	*	*	6	22,500	22,300	*	*
$750,001-$1,000,000	13	31,000	26,000	*	*	10	24,600	22,500	*	*
$1,000,001-$2,500,000	69	30,200	29,600	$23,000	$34,000	46	30,300	24,500	$21,900	$36,600
$2,500,001-$5,000,000	28	38,800	36,500	29,000	44,700	38	37,900	37,500	29,500	44,500
$5,000,001-$10,000,000	19	47,100	45,500	*	*	26	45,400	47,000	37,400	53,000
Over $10,000,000	21	54,900	52,000	42,400	63,200	21	54,200	52,800	42,500	62,500
AREA										
New England	5	36,900	31,000	*	*	1	*	*	*	*
Middle Atlantic	21	41,300	40,000	30,500	49,000	20	43,700	44,500	28,100	53,000
East North Central	39	33,400	29,100	23,000	41,000	36	32,800	29,000	22,500	41,400
West North Central	9	35,700	29,300	*	*	7	41,800	35,000	*	*
South Atlantic	61	37,600	35,000	26,200	45,000	45	38,600	37,500	25,900	48,700
East South Central	4	*	*	*	*	3	*	*	*	*
West South Central	12	26,100	24,200	*	*	15	37,200	36,600	*	*
Mountain	8	35,900	30,000	*	*	10	30,500	28,800	*	*
Pacific	12	34,100	30,300	*	*	19	36,700	35,000	*	*
SCOPE										
National	100	38,900	35,500	28,300	46,200	98	40,000	38,600	29,100	49,300
State/Regional	61	31,600	29,100	22,700	39,500	38	32,700	28,800	21,900	40,400
Local	10	31,000	26,500	*	*	20	29,300	23,000	21,200	39,400

*Indicates too few responses to obtain statistically valid information.

TABLE 21 TOTAL CASH COMPENSATION

POSITION: CONVENTIONS AND MEETINGS DIRECTOR

Description of Functions: Manages the association's conventions and other meetings. Books space, hires and directs service contractors, arranges and coordinates all activities at the meeting site. Position does not include responsibility for developing program content.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	216	$33,000	$31,000	$25,000	$38,600
State/Regional	77	28,200	25,900	21,300	32,300
Local	8	25,300	22,800	*	*
TYPE					
Trade Associations	155	31,400	30,000	23,000	37,200
Professional Societies	146	31,700	28,000	24,000	36,400

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	1	*	*	*	*	0	*	*	*	*
$200,001-$300,000	3	*	*	*	*	3	*	*	*	*
$300,001-$500,000	7	$23,000	$23,000	*	*	5	$23,400	$21,900	*	*
$500,001-$750,000	9	26,600	23,500	*	*	8	21,100	19,600	*	*
$750,001-$1,000,000	15	27,600	27,000	*	*	7	24,000	24,200	*	*
$1,000,001-$2,500,000	62	30,300	29,000	$22,800	$37,500	48	26,900	25,000	$22,000	$31,100
$2,500,001-$5,000,000	29	32,600	31,800	29,000	37,500	35	33,700	30,000	27,300	39,000
$5,000,001-$10,000,000	15	39,600	34,000	*	*	22	38,200	35,500	28,500	46,900
Over $10,000,000	14	37,700	37,800	*	*	18	44,600	43,500	*	*
AREA										
New England	6	29,700	30,000	*	*	3	*	*	*	*
Middle Atlantic	18	35,500	33,500	*	*	19	34,900	34,500	*	*
East North Central	27	29,300	27,000	21,500	37,500	35	34,100	32,500	22,200	41,000
West North Central	10	25,700	23,300	*	*	10	25,400	25,700	*	*
South Atlantic	60	33,300	32,000	25,000	40,700	49	31,300	27,500	24,200	34,000
East South Central	2	*	*	*	*	2	*	*	*	*
West South Central	11	26,900	23,500	*	*	13	29,500	26,500	*	*
Mountain	7	25,300	23,000	*	*	6	27,300	29,000	*	*
Pacific	14	33,500	30,600	*	*	9	33,000	25,500	*	*
SCOPE										
National	104	33,300	31,900	25,000	39,100	112	32,700	29,000	24,300	37,900
State/Regional	46	27,600	25,600	21,400	31,600	31	29,100	25,900	21,000	34,500
Local	5	27,000	23,000	*	*	3	*	*	*	*

*Indicates too few responses to obtain statistically valid information.

TABLE 22 TOTAL CASH COMPENSATION
POSITION: EDUCATION DIRECTOR

Description of Functions: Develops and administers the member and/or public educational programs of the association. Assists members or member committees in development and execution of their educational programs. Maintains liaison with educational institutions. Obtains services of prominent educators to assist in curricula development or presentation of association educational programs, as required.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	147	$40,000	$40,000	$30,000	$47,300
State/Regional	118	33,100	30,200	25,000	37,500
Local	28	28,200	25,400	22,000	30,000
TYPE					
Trade Associations	128	35,900	34,300	25,900	42,900
Professional Societies	165	36,200	32,900	26,500	44,500

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	1	*	*	*	*	0	—	—	—	—
$200,001-$300,000	1	*	*	*	*	0	—	—	—	—
$300,001-$500,000	6	$23,500	$23,500	*	*	7	$24,200	$21,300	*	*
$500,001-$750,000	16	27,100	25,800	*	*	12	26,000	26,400	*	*
$750,001-$1,000,000	13	29,800	29,900	*	*	17	26,500	26,000	*	*
$1,000,001-$2,500,000	46	34,200	33,500	$27,100	$40,500	61	33,500	32,000	$26,600	$40,300
$2,500,001-$5,000,000	25	41,000	41,000	32,800	49,900	33	39,100	37,900	29,500	49,000
$5,000,001-$10,000,000	9	46,100	46,600	*	*	22	45,000	45,000	37,100	53,700
Over $10,000,000	11	51,500	49,200	*	*	13	55,500	54,500	*	*
AREA										
New England	7	34,600	35,000	*	*	4	*	*	*	*
Middle Atlantic	13	42,900	42,500	*	*	22	39,400	38,000	30,100	50,000
East North Central	23	36,800	35,000	27,100	43,000	41	35,300	33,000	25,000	44,000
West North Central	11	25,300	24,200	*	*	12	34,800	33,400	*	*
South Atlantic	37	39,500	37,500	28,900	47,700	38	38,400	39,700	26,200	47,300
East South Central	9	31,100	32,100	*	*	9	31,500	32,000	*	*
West South Central	15	33,100	34,500	*	*	13	33,000	30,000	*	*
Mountain	6	40,000	42,100	*	*	8	34,700	35,500	*	*
Pacific	7	27,500	25,900	*	*	18	38,900	32,300	*	*
SCOPE										
National	58	40,900	40,000	29,900	49,100	89	39,400	38,500	30,000	46,900
State/Regional	59	32,000	29,700	25,000	37,000	59	34,300	30,300	25,100	39,100
Local	11	30,500	29,900	*	*	17	26,700	25,000	*	*

*Indicates too few responses to obtain statistically valid information.

TABLE 23 TOTAL CASH COMPENSATION
POSITION: FIELD STAFF DIRECTOR

Description of Functions: Supervises the activities of the field staff of the association. May direct the field staff through regional or area managers. Visits field offices and meets with field personnel to maintain maximum program and administrative effectiveness.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	25	$40,600	$37,000	$27,900	$50,000
State/Regional	28	32,200	30,000	25,300	40,000
Local	5	26,300	20,000	*	*

TYPE					
Trade Associations	32	38,600	40,000	30,000	48,500
Professional Societies	26	31,300	28,700	24,100	36,200

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	0	—	—	—	—
$200,001-$300,000	1	*	*	*	*	0	—	—	—	—
$300,001-$500,000	4	*	*	*	*	2	*	*	*	*
$500,001-$750,000	1	*	*	*	*	2	*	*	*	*
$750,001-$1,000,000	3	*	*	*	*	2	*	*	*	*
$1,000,001-$2,500,000	12	$36,700	$38,500	*	*	5	$28,400	$27,000	*	*
$2,500,001-$5,000,000	3	*	*	*	*	7	30,500	26,200	*	*
$5,000,001-$10,000,000	5	43,300	46,800	*	*	4	*	*	*	*
Over $10,000,000	3	*	*	*	*	4	*	*	*	*

AREA										
New England	2	*	*	*	*	0	—	—	—	—
Middle Atlantic	5	44,100	46,300	*	*	3	*	*	*	*
East North Central	5	37,500	40,000	*	*	9	24,400	24,600	*	*
West North Central	4	*	*	*	*	2	*	*	*	*
South Atlantic	6	52,200	48,500	*	*	6	33,200	29,400	*	*
East South Central	4	*	*	*	*	1	*	*	*	*
West South Central	2	*	*	*	*	1	*	*	*	*
Mountain	2	*	*	*	*	0	—	—	—	—
Pacific	2	*	*	*	*	4	*	*	*	*

SCOPE										
National	9	49,800	49,000	*	*	16	35,400	33,400	*	*
State/Regional	22	33,300	31,300	$24,000	$42,300	6	28,000	28,900	*	*
Local	1	*	*	*	*	4	*	*	*	*

*Indicates too few responses to obtain statistically valid information.

TABLE 24 TOTAL CASH COMPENSATION
POSITION: GOVERNMENT RELATIONS OFFICER

Description of Functions: Develops and guides the association's legislative programs. Reviews and keeps informed on state and federal laws and regulations affecting association members and programs. Maintains contacts with legislative and other governmental agencies on matters of association interest. Provides counsel to members on present or pending legislation or regulatory matters.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	135	$52,300	$45,700	$35,000	$62,000
State/Regional	110	40,100	35,600	28,500	48,100
Local	22	35,500	30,100	27,300	38,000
TYPE					
Trade Associations	160	49,900	45,000	34,200	60,000
Professional Societies	107	39,800	35,000	28,200	46,000

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	0	—	—	—	—
$200,001-$300,000	4	*	*	*	*	1	*	*	*	*
$300,001-$500,000	8	$32,200	$33,600	*	*	5	$31,400	$31,500	*	*
$500,001-$750,000	17	35,300	35,000	*	*	5	28,000	25,500	*	*
$750,001-$1,000,000	19	35,400	32,700	*	*	11	31,100	30,000	*	*
$1,000,001-$2,500,000	52	45,600	46,200	$36,100	$52,000	30	34,400	31,600	$28,000	$40,600
$2,500,001-$5,000,000	29	55,000	57,000	43,800	62,400	27	35,900	35,000	29,000	40,800
$5,000,001-$10,000,000	12	66,900	69,900	*	*	17	50,200	45,200	*	*
Over $10,000,000	19	83,800	89,000	*	*	11	67,500	61,000	*	*
AREA										
New England	1	*	*	*	*	2	*	*	*	*
Middle Atlantic	23	53,300	43,000	32,700	70,000	7	33,400	30,000	*	*
East North Central	24	44,900	39,000	32,800	54,300	28	38,400	34,900	28,100	47,400
West North Central	12	36,200	35,400	*	*	4	*	*	*	*
South Atlantic	71	55,700	50,400	37,500	66,000	43	40,500	35,000	30,000	45,600
East South Central	6	33,100	29,200	*	*	3	*	*	*	*
West South Central	8	46,100	47,100	*	*	7	40,700	36,500	*	*
Mountain	4	*	*	*	*	3	*	*	*	*
Pacific	11	41,500	36,500	*	*	10	53,600	54,000	*	*
SCOPE										
National	88	57,500	53,200	38,000	70,000	47	42,500	38,600	31,800	47,700
State/Regional	60	40,500	37,400	29,900	49,600	50	39,600	34,900	28,000	46,500
Local	12	41,600	35,300	*	*	10	28,200	28,000	*	*

*Indicates too few responses to obtain statistically valid information.

TABLE 25 TOTAL CASH COMPENSATION
POSITION: DIRECTOR OF INFORMATION

Description of Functions: Develops and administers the association's information activities. Makes recommendations to association members on technical problems, and conducts formal and informal research on issues of concern to association members. Serves as administrator of association's library or information center. Responsible for collection and cataloging of industry information.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	50	$34,700	$33,000	$25,000	$42,000
State/Regional	21	31,800	30,300	24,500	37,300
Local	3	*	*	*	*

TYPE					
Trade Associations	43	35,900	33,400	25,000	44,500
Professional Societies	31	30,000	27,000	24,600	37,000

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	0	—	—	—	—
$200,001-$300,000	0	—	—	—	—	0	—	—	—	—
$300,001-$500,000	1	*	*	*	*	0	—	—	—	—
$500,001-$750,000	0	—	—	—	—	0	—	—	—	—
$750,001-$1,000,000	3	*	*	*	*	1	*	*	*	*
$1,000,001-$2,500,000	14	$31,800	$27,800	*	*	11	$29,300	$28,000	*	*
$2,500,001-$5,000,000	9	32,000	29,000	*	*	10	28,600	25,800	*	*
$5,000,001-$10,000,000	9	41,000	36,000	*	*	4	*	*	*	*
Over $10,000,000	7	48,500	48,000	*	*	5	34,800	37,100	*	*

AREA										
New England	1	*	*	*	*	0	—	—	—	—
Middle Atlantic	8	34,000	36,300	*	*	7	28,900	25,600	*	*
East North Central	4	*	*	*	*	4	*	*	*	*
West North Central	2	*	*	*	*	0	—	—	—	—
South Atlantic	16	42,900	42,500	*	*	15	30,000	27,000	*	*
East South Central	0	—	—	—	—	2	*	*	*	*
West South Central	5	24,400	24,200	*	*	1	*	*	*	*
Mountain	3	*	*	*	*	2	*	*	*	*
Pacific	4	*	*	*	*	0	—	—	—	—

SCOPE										
National	24	39,600	36,000	$29,300	$52,100	26	30,200	26,300	$24,600	$37,100
State/Regional	17	31,800	29,600	*	*	4	*	*	*	*
Local	2	*	*	*	*	1	*	*	*	*

*Indicates too few responses to obtain statistically valid information.

TABLE 26 TOTAL CASH COMPENSATION
POSITION: MARKETING DIRECTOR

Description of Functions: Develops and guides the marketing activities of the association. Provides assistance to members and member committees in developing or expanding markets for the industry. Supervises marketing research and advertising research programs.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	63	$39,600	$37,000	$30,000	$45,000
State/Regional	17	30,100	27,600	*	*
Local	5	43,200	47,500	*	*
TYPE					
Trade Associations	50	39,100	36,000	27,000	47,800
Professional Societies	35	36,200	35,500	30,000	40,200

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	0	—	—	—	—
$200,001-$300,000	0	—	—	—	—	1	*	*	*	*
$300,001-$500,000	2	*	*	*	*	0	—	—	—	—
$500,001-$750,000	4	*	*	*	*	2	*	*	*	*
$750,001-$1,000,000	1	*	*	*	*	0	—	—	—	—
$1,000,001-$2,500,000	21	$32,900	$27,600	$24,700	$40,800	7	$34,900	$35,000	*	*
$2,500,001-$5,000,000	8	44,200	46,800	*	*	9	34,500	32,400	*	*
$5,000,001-$10,000,000	6	41,400	36,600	*	*	10	37,800	36,900	*	*
Over $10,000,000	8	56,700	48,400	*	*	6	42,700	38,000	*	*
AREA										
New England	0	—	—	—	—	0	—	—	—	—
Middle Atlantic	4	*	*	*	*	6	44,800	43,500	*	*
East North Central	13	37,800	35,000	*	*	8	33,400	32,300	*	*
West North Central	6	40,500	36,000	*	*	3	*	*	*	*
South Atlantic	12	44,200	39,800	*	*	12	33,400	34,300	*	*
East South Central	3	*	*	*	*	0	—	—	—	—
West South Central	3	*	*	*	*	2	*	*	*	*
Mountain	4	*	*	*	*	0	—	—	—	—
Pacific	5	36,400	30,200	*	*	4	*	*	*	*
SCOPE										
National	34	42,300	38,900	29,900	49,000	29	36,500	36,500	$29,500	$41,100
State/Regional	12	29,900	27,300	*	*	5	30,400	32,300	*	*
Local	4	*	*	*	*	1	*	*	*	*

*Indicates too few responses to obtain statistically valid information.

TABLE 27 TOTAL CASH COMPENSATION
POSITION: MEMBER SERVICES DIRECTOR

Description of Functions: Develops and administers the association's programs for member services. Identifies need for new services. Develops content, scope, and cost of new programs for members. Recommends discontinuance of obsolete member services or programs. May also be individually responsible for development, promotion, and or administration of a particular member service.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	105	$38,700	$33,800	$26,500	$45,600
State/Regional	53	31,500	29,500	23,200	34,600
Local	10	24,200	24,400	*	*
TYPE					
Trade Associations	87	37,500	31,300	25,200	42,700
Professional Societies	81	33,400	30,800	22,700	38,700

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	0	—	—	—	—
$200,001-$300,000	3	*	*	*	*	2	*	*	*	*
$300,001-$500,000	5	$24,600	$22,000	*	*	5	$20,100	$20,000	*	*
$500,001-$750,000	5	30,700	30,000	*	*	4	*	*	*	*
$750,001-$1,000,000	11	27,400	25,800	*	*	2	*	*	*	*
$1,000,001-$2,500,000	25	30,700	30,500	$26,300	$32,800	28	29,600	27,000	$22,000	$33,400
$2,500,001-$5,000,000	18	45,900	45,700	*	*	20	33,000	33,200	24,900	39,000
$5,000,001-$10,000,000	6	53,600	48,300	*	*	12	39,700	33,200	*	*
Over $10,000,000	14	50,300	41,500	*	*	8	53,800	52,500	*	*
AREA										
New England	2	*	*	*	*	2	*	*	*	*
Middle Atlantic	16	38,400	41,500	*	*	10	30,500	31,700	*	*
East North Central	12	42,900	35,800	*	*	18	32,800	31,800	*	*
West North Central	7	25,400	25,100	*	*	4	*	*	*	*
South Atlantic	28	44,000	37,500	26,900	57,300	21	34,900	30,800	24,700	44,000
East South Central	3	*	*	*	*	1	*	*	*	*
West South Central	9	31,600	30,500	*	*	10	28,100	24,400	*	*
Mountain	5	39,100	31,000	*	*	4	*	*	*	*
Pacific	5	24,200	25,000	*	*	11	42,400	38,000	*	*
SCOPE										
National	56	41,900	38,000	30,000	50,000	49	35,000	32,000	24,100	43,000
State/Regional	26	30,800	27,900	23,300	32,800	27	32,200	30,800	22,300	35,000
Local	5	24,100	25,000	*	*	5	24,300	22,400	*	*

*Indicates too few responses to obtain statistically valid information.

TABLE 28 TOTAL CASH COMPENSATION
POSITION: MEMBERSHIP DIRECTOR

Description of Functions: Directs and administers the association's programs to attract new members. Encourages and initiates efforts by members and member committees in establishing standards for membership and bringing new members into the association. Initiates special promotional programs to interest new members.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	115	$33,400	$31,000	$23,000	$39,000
State/Regional	44	29,600	27,000	23,300	33,200
Local	12	26,300	21,600	—	*

TYPE					
Trade Associations	83	34,900	32,000	24,500	42,000
Professional Societies	88	29,200	27,000	21,900	33,400

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	0	—	—	—	—
$200,001-$300,000	0	—	—	—	—	2	*	*	*	*
$300,001-$500,000	3	*	*	*	*	6	$22,700	$21,500	*	*
$500,001-$750,000	7	$22,700	$22,200	*	*	4	*	*	*	*
$750,001-$1,000,000	4	*	*	*	*	5	24,600	23,000	*	*
$1,000,001-$2,500,000	34	34,900	31,500	$24,700	$41,300	23	25,700	26,000	$21,500	$30,000
$2,500,001-$5,000,000	22	36,100	35,500	25,000	45,500	20	28,700	26,000	21,000	34,600
$5,000,001-$10,000,000	6	43,800	40,000	*	*	14	34,500	31,300	*	*
Over $10,000,000	7	45,500	46,000	*	*	14	37,700	35,200	*	*

AREA										
New England	2	*	*	*	*	1	*	*	*	*
Middle Atlantic	9	39,300	32,000	*	*	10	31,700	34,300	*	*
East North Central	10	31,900	29,000	*	*	23	27,200	26,000	21,900	31,000
West North Central	7	29,300	26,000	*	*	2	*	*	*	*
South Atlantic	33	39,400	37,000	26,000	49,300	31	32,300	30,200	23,000	34,600
East South Central	0	—	—	—	—	3	*	*	*	*
West South Central	10	25,800	23,000	*	*	8	25,400	25,000	*	*
Mountain	1	*	*	*	*	4	*	*	*	*
Pacific	11	29,600	30,000	*	*	6	24,300	22,100	*	*

SCOPE										
National	51	37,200	36,000	24,500	46,000	64	30,500	28,700	22,900	34,500
State/Regional	27	31,600	30,000	25,000	33,200	17	26,500	26,600	21,900	31,500
Local	5	29,900	30,000	*	*	7	23,700	21,000	*	*

*Indicates too few responses to obtain statistically valid information.

TABLE 29 TOTAL CASH COMPENSATION
POSITION: PERSONNEL DIRECTOR

Description of Functions: Administers the personnel program for the association's headquarters staff. Maintains current and accurate position descriptions for all association employees; manages the associations' recruiting, selection, and training program; prepares the personnel manual and recommends revisions. Ensures compliance with equal opportunity and affirmative action programs. Administers the compensation program and coordinates the employee performance evaluation process. Promotes employee relations by being accessible for assistance regarding personnel matters as well as consultation on career development and upward mobility.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	63	$33,400	$30,000	$25,000	$40,000
State/Regional	18	33,200	29,900	25,100	41,000
Local	4	*	*	*	*
TYPE					
Trade Associations	48	34,300	29,500	25,900	42,300
Professional Societies	37	31,900	30,000	24,000	36,800

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	0	—	—	—	—
$200,001-$300,000	0	—	—	—	—	0	—	—	—	—
$300,001-$500,000	0	—	—	—	—	1	*	*	*	*
$500,001-$750,000	1	*	*	*	*	0	—	—	—	—
$750,001-$1,000,000	1	*	*	*	*	0	—	—	—	—
$1,000,001-$2,500,000	11	$27,900	$29,300	*	*	4	*	*	*	*
$2,500,001-$5,000,000	8	36,500	38,300	*	*	4	*	*	*	*
$5,000,001-$10,000,000	8	27,800	26,500	*	*	11	$31,000	$25,300	*	*
Over $10,000,000	19	39,900	40,000	*	*	17	37,000	35,000	*	*
AREA										
New England	2	*	*	*	*	0	—	—	—	—
Middle Atlantic	5	31,400	27,000	*	*	7	33,500	32,300	*	*
East North Central	7	35,300	30,200	*	*	10	29,000	24,800	*	*
West North Central	3	*	*	*	*	3	*	*	*	*
South Atlantic	21	35,600	28,000	$25,800	$43,300	12	32,200	30,100	*	*
East South Central	0	—	—	—	—	0	—	—	—	—
West South Central	2	*	*	*	*	2	*	*	*	*
Mountain	3	*	*	*	*	0	—	—	—	—
Pacific	5	38,800	40,000	*	*	3	*	*	*	*
SCOPE										
National	32	35,300	29,700	26,000	43,500	31	31,500	30,000	$24,000	$36,500
State/Regional	14	31,600	29,300	*	*	4	*	*	*	*
Local	2	*	*	*	*	2	*	*	*	*

*Indicates too few responses to obtain statistically valid information.

TABLE 30 TOTAL CASH COMPENSATION
POSITION: PUBLICATIONS EDITOR

Description of Functions: Edits the association's principal publication(s). Directs the staff responsible for preparation and issuance of periodicals and other publications of the association. This is a more limited position than that of Communications Director.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	200	$33,600	$31,000	$24,100	$40,000
State/Regional	67	25,200	24,000	20,200	28,200
Local	6	25,500	25,300	*	*
TYPE					
Trade Associations	113	29,700	25,900	21,400	34,300
Professional Societies	160	32,500	30,000	23,900	38,200

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	1	*	*	*	*	1	*	*	*	*
$200,001-$300,000	3	*	*	*	*	0	—	—	—	—
$300,001-$500,000	1	*	*	*	*	6	$26,100	$23,900	*	*
$500,001-$750,000	8	$23,600	$23,000	*	*	11	22,400	21,000	*	*
$750,001-$1,000,000	10	22,900	22,500	*	*	4	*	*	*	*
$1,000,001-$2,500,000	40	24,800	23,700	$19,700	$30,600	53	28,900	26,500	$23,000	$34,000
$2,500,001-$5,000,000	22	33,600	30,500	26,300	41,000	40	31,800	30,000	25,100	37,800
$5,000,001-$10,000,000	10	34,000	31,900	*	*	23	38,700	37,000	33,000	45,000
Over $10,000,000	18	42,400	39,000	*	*	22	44,800	40,500	31,500	56,900
AREA										
New England	3	*	*	*	*	1	*	*	*	*
Middle Atlantic	11	28,800	25,200	*	*	22	39,200	36,100	25,600	53,500
East North Central	23	28,300	25,000	21,200	30,800	43	30,800	29,800	22,000	36,200
West North Central	9	28,300	24,000	*	*	8	30,200	28,400	*	*
South Atlantic	42	32,700	28,700	24,000	38,800	52	34,300	32,000	25,000	41,500
East South Central	5	20,500	20,000	*	*	5	25,700	25,000	*	*
West South Central	9	26,600	24,500	*	*	10	32,200	35,200	*	*
Mountain	4	*	*	*	*	6	25,600	23,700	*	*
Pacific	7	30,000	28,800	*	*	13	26,300	27,000	*	*
SCOPE										
National	76	32,600	29,900	23,700	37,600	124	34,200	32,300	24,500	40,800
State/Regional	36	23,400	22,800	19,900	26,500	31	27,200	26,100	22,000	30,000
Local	1	*	*	*	*	5	24,400	22,000	*	*

*Indicates too few responses to obtain statistically valid information.

TABLE 31 TOTAL CASH COMPENSATION

POSITION: PUBLIC RELATIONS DIRECTOR

Description of Functions: Directs the association's promotion, publicity, and public relations activities. Provides public relations assistance to members and member committees. Develops cooperative public relations programs with related industries and or associations. Initiates and administers public relations projects for and or by the association. (Do not confuse with Communications Director or Marketing Director.)

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	83	$37,500	$34,000	$25,300	$44,500
State/Regional	30	29,300	26,800	23,000	37,600
Local	3	*	*	*	*

TYPE					
Trade Associations	56	40,700	39,100	28,000	48,300
Professional Societies	60	29,900	26,300	23,100	34,800

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	0	—	—	—	—
$200,001-$300,000	1	*	*	*	*	2	*	*	*	*
$300,001-$500,000	0	—	—	—	—	0	—	—	—	—
$500,001-$750,000	6	$28,400	$27,000	*	*	2	*	*	*	*
$750,001-$1,000,000	3	*	*	*	*	2	*	*	*	*
$1,000,001-$2,500,000	17	35,500	33,900	*	*	12	$24,800	$25,100	*	*
$2,500,001-$5,000,000	8	44,400	40,000	*	*	20	31,300	28,700	$24,000	$36,800
$5,000,001-$10,000,000	8	50,400	43,100	*	*	15	31,500	30,300	*	*
Over $10,000,000	13	48,000	45,700	*	*	7	37,900	32,800	*	*
AREA										
New England	3	*	*	*	*	2	*	*	*	*
Middle Atlantic	4	*	*	*	*	8	33,600	33,500	*	*
East North Central	12	33,500	34,800	*	*	20	29,800	30,000	23,500	36,300
West North Central	4	*	*	*	*	3	*	*	*	*
South Atlantic	23	49,000	45,700	$35,000	$60,000	18	32,100	26,100	*	*
East South Central	1	*	*	*	*	2	*	*	*	*
West South Central	2	*	*	*	*	5	26,500	24,500	*	*
Mountain	4	*	*	*	*	0	—	—	—	—
Pacific	3	*	*	*	*	2	*	*	*	*
SCOPE										
National	41	44,200	40,000	32,500	52,500	42	30,900	26,900	23,300	35,000
State/Regional	14	31,400	28,900	*	*	16	27,500	25,800	*	*
Local	1	*	*	*	*	2	*	*	*	*

*Indicates too few responses to obtain statistically valid information.

TABLE 32 TOTAL CASH COMPENSATION
POSITION: REGIONAL OFFICE MANAGER

Description of Functions: Directs the activities of the association in a designated area or region of the country. Supervises and administers the staff of the regional office. Responsible for regional budget, office administration, and clerical operations. Coordinates and carries out association's program activities in a particular region or area.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	71	$36,000	$33,000	$24,500	$49,000
State Regional	24	37,000	39,800	30,900	39,800
Local	0	—	—	—	—
TYPE					
Trade Associations	61	39,900	39,800	29,600	53,900
Professional Societies	34	29,800	25,600	24,000	36,000

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	0	—	—	—	—
$200,001-$300,000	0	—	—	—	—	0	—	—	—	—
$300,001-$500,000	3	*	*	*	*	0	—	—	—	—
$500,001-$750,000	0	—	—	—	—	0	—	—	—	—
$750,001-$1,000,000	1	*	*	*	*	0	—	—	—	—
$1,000,001-$2,500,000	16	$33,500	$29,600	*	*	0	—	—	—	—
$2,500,001-$5,000,000	18	39,400	39,800	*	*	7	$25,400	$25,400	*	*
$5,000,001-$10,000,000	4	*	*	*	*	24	29,800	24,800	$24,000	$36,100
Over $10,000,000	19	50,100	53,900	*	*	3	*	*	*	*
AREA										
New England	0	—	—	—	—	0	—	—	—	—
Middle Atlantic	6	33,700	34,500	*	*	0	—	—	—	—
East North Central	8	31,900	29,600	*	*	2	*	*	*	*
West North Central	0	—	—	—	—	1	*	*	*	*
South Atlantic	25	47,600	53,900	$37,100	$53,900	23	29,700	24,700	24,000	38,500
East South Central	0	—	—	—	—	0	—	—	—	—
West South Central	3	*	*	*	*	1	*	*	*	*
Mountain	7	30,000	25,300	*	*	0	—	—	—	—
Pacific	12	39,300	39,800	*	*	7	34,700	32,900	*	*
SCOPE										
National	47	40,200	38,000	29,600	53,900	24	27,800	24,300	23,300	31,400
State Regional	14	38,700	39,800	*	*	10	34,600	34,300	*	*
Local	0	—	—	—	—	0	—	—	—	—

*Indicates too few responses to obtain statistically valid information.

TABLE 33 TOTAL CASH COMPENSATION
POSITION: RESEARCH DIRECTOR

Description of Functions: Directs the association's technical research activities. Assists members or member committees in development and execution of their technical research programs. May carry out technical research involving standards and/or product or service specifications. Initiates and administers technical research projects.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	91	$49,000	$46,000	$38,000	$59,100
State/Regional	27	33,200	30,700	26,700	35,000
Local	7	30,400	26,000	*	*
TYPE					
Trade Associations	75	44,900	45,000	30,700	57,000
Professional Societies	50	43,900	40,000	32,100	52,000

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	0	—	—	—	—
$200,001-$300,000	2	*	*	*	*	2	*	*	*	*
$300,001-$500,000	2	*	*	*	*	0	—	—	—	—
$500,001-$750,000	5	$40,600	$45,000	*	*	0	—	—	—	—
$750,001-$1,000,000	8	29,200	25,900	*	*	1	*	*	*	*
$1,000,001-$2,500,000	21	39,000	34,500	$30,800	$49,100	17	$35,900	$35,000	*	*
$2,500,001-$5,000,000	13	47,500	45,500	*	*	10	43,600	43,500	*	*
$5,000,001-$10,000,000	11	53,900	50,600	*	*	9	49,800	48,000	*	*
Over $10,000,000	13	62,800	62,400	*	*	11	57,600	52,000	*	*
AREA										
New England	1	*	*	*	*	1	*	*	*	*
Middle Atlantic	7	35,700	30,000	*	*	6	56,300	54,200	*	*
East North Central	15	39,500	39,100	*	*	14	38,700	38,400	*	*
West North Central	7	32,600	31,500	*	*	4	*	*	*	*
South Atlantic	34	53,600	52,800	42,500	66,100	17	46,200	42,800	*	*
East South Central	3	*	*	*	*	1	*	*	*	*
West South Central	1	*	*	*	*	2	*	*	*	*
Mountain	2	*	*	*	*	3	*	*	*	*
Pacific	5	41,800	48,000	*	*	2	*	*	*	*
SCOPE										
National	50	50,400	49,000	39,900	62,600	41	47,200	42,800	$37,900	$54,100
State/Regional	20	34,100	31,100	25,400	42,400	7	30,700	30,400	*	*
Local	5	33,800	27,000	*	*	2	*	*	*	*

*Indicates too few responses to obtain statistically valid information.

TABLE 34 TOTAL CASH COMPENSATION
POSITION: TECHNICAL DIRECTOR

Description of Functions: Plans and administers the technical activities of the association (other than technical research). Assists members or member committees in development and execution of their technical programs. May be a specialist in one or more of the functional fields within the association's mission.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	91	$47,700	$45,000	$37,000	$55,000
State/Regional	24	36,000	31,500	24,600	41,000
Local	4	*	*	*	*

TYPE					
Trade Associations	79	45,800	42,700	33,000	53,000
Professional Societies	40	42,800	41,100	30,300	49,500

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	2	*	*	*	*	0	—	—	—	—
$200,001-$300,000	0	—	—	—	—	0	—	—	—	—
$300,001-$500,000	3	*	*	*	*	1	*	*	*	*
$500,001-$750,000	8	$28,400	$28,500	*	*	0	—	—	—	—
$750,001-$1,000,000	6	32,400	34,000	*	*	2	*	*	*	*
$1,000,001-$2,500,000	29	42,100	42,600	$33,100	$48,000	11	$35,300	$37,200	*	*
$2,500,001-$5,000,000	18	53,900	53,000	*	*	13	38,200	37,000	*	*
$5,000,001-$10,000,000	5	57,100	52,500	*	*	6	53,200	58,600	*	*
Over $10,000,000	8	67,500	71,300	*	*	7	60,300	49,700	*	*
AREA										
New England	2	*	*	*	*	0	—	—	—	—
Middle Atlantic	8	46,300	45,000	*	*	9	46,000	46,800	*	*
East North Central	18	42,500	44,500	*	*	10	36,500	36,800	*	*
West North Central	1	*	*	*	*	1	*	*	*	*
South Atlantic	30	52,000	46,600	34,700	65,800	14	49,100	45,500	*	*
East South Central	3	*	*	*	*	1	*	*	*	*
West South Central	2	*	*	*	*	1	*	*	*	*
Mountain	9	42,500	42,000	*	*	2	*	*	*	*
Pacific	6	40,400	40,500	*	*	2	*	*	*	*
SCOPE										
National	60	49,800	48,000	38,500	57,400	31	43,700	41,600	$36,500	$50,000
State/Regional	18	33,200	31,500	*	*	6	44,700	32,100	*	*
Local	1	*	*	*	*	3	*	*	*	*

*Indicates too few responses to obtain statistically valid information.

TABLE 35 TOTAL CASH COMPENSATION
POSITION: WASHINGTON OFFICE HEAD

Description of Functions: For associations with headquarters outside of Washington, D.C., serves as the association's governmental liaison official in Washington. Principal responsibilities are to keep informed on pending regulations and legislation, and to present the association's point of view on behalf of its members. Advises and assists members and member committees on federal regulatory or legislative matters.

SCOPE	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
National	35	$61,300	$60,000	$45,000	$75,000
State/Regional	3	*	*	*	*
Local	0	—	—	—	—

TYPE					
Trade Associations	25	63,500	64,000	45,000	78,500
Professional Societies	13	57,500	60,000	*	*

	TRADE ASSOCIATIONS					PROFESSIONAL SOCIETIES				
BUDGET	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.	No. Resp.	Avg.	Med.	75% Earn Above This Amt.	25% Earn Above This Amt.
$200,000 or less	0	—	—	—	—	0	—	—	—	—
$200,001-$300,000	1	*	*	*	*	0	—	—	—	—
$300,001-$500,000	2	*	*	*	*	0	—	—	—	—
$500,001-$750,000	2	*	*	*	*	0	—	—	—	—
$750,001-$1,000,000	2	*	*	*	*	0	—	—	—	—
$1,000,001-$2,500,000	6	$48,200	$41,000	*	*	0	—	—	—	—
$2,500,001-$5,000,000	3	*	*	*	*	5	$46,400	$43,500	*	*
$5,000,001-$10,000,000	4	*	*	*	*	4	*	*	*	*
Over $10,000,000	5	82,000	79,000	*	*	4	*	*	*	*

AREA										
New England	2	*	*	*	*	0	—	—	—	—
Middle Atlantic	4	*	*	*	*	3	*	*	*	*
East North Central	9	58,900	50,000	*	*	6	63,700	63,500	*	*
West North Central	1	*	*	*	*	1	*	*	*	*
South Atlantic	1	*	*	*	*	0	—	—	—	—
East South Central	1	*	*	*	*	0	—	—	—	—
West South Central	1	*	*	*	*	3	*	*	*	*
Mountain	4	*	*	*	*	0	—	—	—	—
Pacific	2	*	*	*	*	0	—	—	—	—

SCOPE										
National	22	63,600	62,000	$44,300	$80,500	13	57,500	60,000	*	*
State/Regional	3	*	*	*	*	0	—	—	—	—
Local	0	—	—	—	—	0	—	—	—	—

*Indicates too few responses to obtain statistically valid information.

SECTION III
PERSONNEL PRACTICES AND FRINGE BENEFITS

Observations

In order to obtain trend information over a number of years the questions on personnel practices and fringe benefits are changed very little from one survey to another. In the present study a few questions on retirement were reworded for greater clarity and to obtain better results. "Educational expenses" were added to the list of miscellaneous business expenses. A new question on vacation leave policies was added. The question on base salary for an entry level clerk was omitted this year.

When the sample characteristics shown in Section IV are compared for the last two surveys, it is clear that the samples are almost identical. The percentage distribution of the major characteristics—scope, budget, type, and geographic area—shows almost no variation, although the sample size increased 35%, from 1,129 in 1983 to 1,528 in the present study. One of the principal reasons for the small changes in percentage distributions of answers in Section III of the survey is the small differences in the sample. The stability of the sample improves the reliability of the data over time.

Associations with more than one IRS qualified retirement plan and with 401K plans are shown separately in the current study. A greater variety and number of retirement plans were reported in the 1985 survey, illustrating an increase in benefits for association executives. Increases were recorded in all miscellaneous business expense categories for the chief paid executive and in all but one category for the deputy (country/residential club membership remained at 5%). Educational expenses, a new category, are granted to 58% of the chief paid executives and 50% of the deputy chief paid executives.

Annual leave for chief paid executives is longer on average than for their deputies. National associations tend to grant more annual leave to their executives than state associations. Local association executives generally have the shortest annual leave. Thirty-nine percent of all chief paid executives have four weeks annual leave, while 23% of the deputies have four weeks annual leave.

TABLE 36 PERSONNEL PRACTICES

ANALYSIS OF SALARY ADMINISTRATION POLICIES BY ASSOCIATION SCOPE

POSITION: ALL MANAGEMENT PERSONNEL

	Total No. of Assns.	% of Total Assns.	National Assns.	% of National Assns.	State/ Regional Assns.	% of State/ Regional Assns.	Local Assns.	% of Local Assns.
Established Salary Structure for Management Personnel:								
Total Respondents	1,528	100%	653	100%	635	100%	240	100%
Salary Grades								
Yes	245	16%	148	23%	76	12%	21	9%
No	1,152	75%	426	65%	520	82%	206	86%
No Answer	131	9%	79	12%	39	6%	13	5%
Salary Ranges								
Yes	461	30%	250	38%	155	24%	56	23%
No	971	64%	344	53%	451	71%	176	73%
No Answer	96	6%	59	9%	29	5%	8	4%
Types of Salary Increases								
Merit Increases	1,205	79%	524	80%	492	77%	189	79%
General (across-the-board) Increases	478	31%	163	25%	236	37%	79	33%
Cost-of-Living Increases	574	38%	235	36%	236	37%	103	43%
Length-of-Service Increases	168	11%	59	9%	78	12%	31	13%
Usual Intervals and Timing of Salary Reviews								
Usual Interval								
6 months	45	3%	18	3%	18	3%	9	4%
12 months	1,325	87%	555	85%	563	89%	207	86%
Other*	11	1%	2	**	5	1%	4	2%
No set interval	47	3%	20	3%	21	3%	6	2%
No Answer	100	6%	58	9%	28	4%	14	6%
Usual Timing								
Anniversary date	324	21%	184	28%	90	14%	50	21%
January 1	392	26%	132	20%	178	28%	82	34%
Fiscal Year	467	30%	170	26%	234	37%	63	26%
Annual Convention	55	4%	28	4%	25	4%	2	1%
Other	55	4%	22	4%	20	3%	13	5%
No Answer	235	15%	117	18%	88	14%	30	13%
Cash Bonus System								
For Chief Paid Executive								
Yes	237	16%	85	13%	109	17%	43	18%
No	1,229	80%	522	80%	516	81%	191	80%
For Second Highest Paid Executive								
Yes	150	10%	59	9%	68	11%	23	10%
No	1,114	73%	483	74%	471	74%	160	67%
For Department Head								
Yes	134	9%	60	9%	55	9%	19	8%
No	1,063	70%	477	73%	435	69%	151	63%

*Timed to coincide with beginning of association's fiscal year or annual convention

**Less than 1%

TABLE 37 PERSONNEL PRACTICES

ANALYSIS OF EMPLOYMENT CONTRACTS BY ASSOCIATION SCOPE
POSITION: CHIEF PAID EXECUTIVE, DEPUTY CHIEF PAID EXECUTIVE

	Total No. of Assns.	% of Total Assns.	National Assns.	% of National Assns.	State/ Regional Assns.	% of State/ Regional Assns.	Local Assns.	% of Local Assns.
Chief Paid Executive								
Total Respondents	1,528	100%	653	100%	635	100%	240	100%
Type of Contract								
Formal Contract	488	32%	229	35%	178	28%	81	34%
Letter of Agreement	176	11%	90	14%	61	10%	25	10%
Retained by Resolution of the Board	429	28%	171	26%	199	31%	59	25%
Verbal Arrangement Only	424	28%	156	24%	193	30%	75	31%
Other	11	1%	7	1%	4	1%	0	—
Term of Contract								
1 Year	123	8%	57	8%	46	7%	20	8%
2 Years	71	5%	29	4%	30	5%	12	5%
3-4 Years	156	10%	86	13%	51	8%	19	8%
5 Years	74	5%	36	6%	26	4%	12	5%
Over 5 Years	7	**	4	1%	3	**	0	—
Continuous Contract	24	2%	14	2%	7	1%	3	1%
Deputy Chief Paid Executive								
Total Respondents	1,076	100%	491	100%	441	100%	144	100%
Type of Contract								
Formal Contract	52	5%	26	5%	19	4%	7	5%
Letter of Agreement	102	9%	59	12%	33	8%	10	7%
Retained by Resolution of the Board	151	14%	69	14%	63	14%	19	13%
Verbal Arrangement Only	754	70%	327	67%	319	72%	108	75%
Other	17	2%	10	2%	7	2%	0	—
Term of Contract								
1 Year	39	4%	21	4%	13	3%	5	3%
2 Years	6	1%	2	**	3	1%	1	1%
3 Years	10	1%	7	1%	2	**	1	1%
4-5 Years	5	**	3	1%	2	**	0	—
Over 5 Years	1	**	1	**	0	0	0	—
Continuous Contract	11	1%	10	2%	1	**	0	—

**Less than 1%.

TABLE 37

PERSONNEL PRACTICES Continued

ANALYSIS OF EMPLOYMENT CONTRACTS BY ASSOCIATION SCOPE

POSITION: CHIEF PAID EXECUTIVE, DEPUTY CHIEF PAID EXECUTIVE

	Total No. of Assns.	% of Total Assns.	National Assns.	% of National Assns.	State/ Regional Assns.	% of State/ Regional Assns.	Local Assns.	% of Local Assns.
Contract clause allowing association to terminate before the specified number of years								
Chief Paid Executive								
Yes	365	24%	167	26%	135	21%	63	26%
No	159	10%	81	12%	56	9%	22	9%
Deputy Chief Executive								
Yes	58	5%	35	7%	17	4%	6	4%
No	72	7%	34	7%	30	7%	8	6%
Length of notice to be given								
Chief Paid Executive								
1 month	76	5%	31	5%	28	4%	17	7%
2 months	40	3%	14	2%	15	2%	11	5%
3 months	123	8%	56	9%	47	7%	20	8%
4 months	13	1%	5	1%	6	1%	2	1%
5-6 months	97	6%	51	8%	36	6%	10	4%
8-11 months	3	**	1	**	1	**	1	**
12 months	27	2%	15	2%	12	2%	0	—
Average (months)	4.0	—	4.3	—	4.1	—	2.9	—
Deputy Chief Executive								
1 month	29	3%	17	3%	7	2%	5	3%
2 months	12	1%	6	1%	4	1%	2	1%
3 months	14	1%	7	1%	4	1%	3	2%
5 months	1	**	0	-	1	**	0	—
6 months	7	1%	3	1%	2	**	2	1%
12 months	3	**	2	**	1	**	0	—
Average (months)	2.7	—	2.6	—	2.9	—	2.5	—

**Less than 1%.

TABLE 38 PERSONNEL PRACTICES

ANALYSIS OF EMPLOYMENT EXPERIENCE BY ASSOCIATION SCOPE
POSITION: CHIEF PAID EXECUTIVE, DEPUTY CHIEF PAID EXECUTIVE

	Total No. of Assns.	% of Total Assns.	National Assns.	% of National Assns.	State/ Regional Assns.	% of State/ Regional Assns.	Local Assns.	% of Local Assns.
Chief Paid Executive								
Total Respondents	1,528	100%	653	100%	635	100%	240	100%
Number of years in present position								
1*-2	238	16%	121	19%	72	11%	45	19%
3-5	371	24%	159	24%	149	24%	63	26%
6-9	312	20%	128	20%	132	21%	52	22%
10-14	273	18%	103	16%	133	21%	37	15%
15-19	148	10%	62	9%	68	11%	18	8%
20-29	121	8%	46	7%	59	9%	16	7%
30 or more	34	2%	15	2%	13	2%	6	2%
No Answer	31	2%	19	3%	9	1%	3	1%
Previous Position								
Current Association (different capacity)	327	21%	154	24%	128	20%	45	19%
Another Association	479	31%	175	27%	218	34%	86	36%
Government	129	9%	54	8%	54	9%	21	9%
Military	34	2%	22	3%	6	1%	6	2%
Private Industry	354	23%	136	21%	163	26%	55	23%
Self-employed Professional	56	4%	20	3%	21	3%	15	6%
Educational Institution	84	6%	44	7%	33	5%	7	3%
Other	14	1%	4	1%	6	1%	4	2%
No Answer	51	3%	44	6%	6	1%	1	**
Deputy Chief Paid Executive								
Total Respondents	1,076	100%	491	100%	441	100%	144	100%
Number of years in present position								
1*-2	274	26%	121	25%	113	26%	40	28%
3-5	314	29%	137	28%	126	28%	51	35%
6-9	197	18%	88	18%	89	20%	20	14%
10-14	158	15%	76	15%	64	15%	18	13%
15-19	59	5%	28	6%	26	6%	5	3%
20-29	53	5%	30	6%	18	4%	5	3%
30 or more	12	1%	8	2%	3	1%	1	1%
No Answer	9	1%	3	**	2	**	4	3%
Previous Position								
Current Association (different capacity)	211	20%	100	20%	86	20%	25	17%
Another Association	194	18%	109	22%	61	14%	24	17%
Government	114	11%	44	9%	61	14%	9	6%
Military	24	2%	11	2%	10	2%	3	2%
Private Industry	337	31%	134	27%	146	33%	57	40%
Self-employed Professional	38	3%	13	3%	18	4%	7	5%
Educational Institution	90	8%	46	10%	32	7%	12	8%
Other	40	4%	11	2%	23	5%	6	4%
No Answer	28	3%	23	5%	4	1%	1	1%

*Includes less than one year.
**Less than 1%.

TABLE 39 FRINGE BENEFITS

ANALYSIS OF RETIREMENT BENEFITS BY ASSOCIATION SCOPE
POSITION: ALL MANAGEMENT PERSONNEL

	Total No. of Assns.	% of Total Assns.	National Assns.	% of National Assns.	State/ Regional Assns.	% of State/ Regional Assns.	Local Assns.	% of Local Assns.
Total Respondents	1,528	100%	653	100%	635	100%	240	100%
Types of Retirement Plans*								
One IRS Qualified Retirement Plan	852	56%	423	65%	326	51%	103	43%
More Than One IRS Qualified Plan	26	2%	14	2%	12	2%	0	—
Non-Qualified Deferred Compensation Plan(s)	149	10%	62	9%	67	11%	20	8%
Individual Retirement Acct. (IRA)	241	16%	87	13%	110	17%	44	18%
Tax Sheltered Annuity (TSA)	162	11%	104	16%	39	6%	19	8%
401 K	105	7%	59	9%	37	6%	9	4%
Other	76	5%	36	5%	34	5%	12	5%
None (no plan)	236	15%	77	12%	104	16%	55	23%
Plan is: **								
Defined Benefit Plan	425	33%	218	38%	164	31%	43	23%
Defined Contribution Plan	489	38%	216	38%	204	38%	69	37%
Eligibility								
At age:								
21 and below	147	11%	70	12%	51	11%	16	9%
22-24	48	4%	16	3%	29	5%	3	2%
25	321	25%	171	30%	111	21%	39	21%
26-30	18	1%	10	2%	6	1%	2	1%
And/or after:								
1 year's employment	557	43%	282	49%	213	40%	62	34%
2 years' employment	33	3%	11	2%	15	3%	7	4%
3 years' employment	70	5%	31	5%	30	6%	9	5%
4-5 years' employment	23	2%	11	2%	10	2%	2	1%
Vesting								
100% immediate	161	12%	82	14%	62	12%	17	9%
Graded 100% in:								
Less than 10 years	194	15%	75	13%	88	17%	31	17%
10 years	255	20%	125	22%	99	19%	31	17%
11-15 years	97	8%	57	10%	33	6%	7	4%
Cliff vesting: 100% after 10 yrs.	154	12%	73	13%	63	12%	18	10%
Other	19	1%	13	2%	6	1%	0	—
Do not know	14	1%	5	1%	6	1%	3	2%

*Adds to more than 1,528 because of multiple plans.
**Percentages based on number of associations with retirement plans.

TABLE 39

FRINGE BENEFITS Continued

ANALYSIS OF RETIREMENT BENEFITS BY ASSOCIATION SCOPE
POSITION: ALL MANAGEMENT PERSONNEL

	Total No. of Assns.	% of Total Assns.	National Assns.	% of National Assns.	State/ Regional Assns.	% of State/ Regional Assns.	Local Assns.	% of Local Assns.
Retirement age								
Normal retirement at:								
Under 62	17	1%	7	1%	7	1%	3	2%
62	26	2%	13	2%	8	2%	5	3%
65	741	57%	360	63%	298	56%	83	45%
70	17	1%	8	1%	5	1%	4	2%
Other ages	5	**	1	**	3	1%	1	1%
Early retirement at:								
Under 55	15	1%	8	1%	6	1%	1	1%
55	306	24%	166	29%	117	22%	23	12%
60	92	7%	42	7%	36	7%	14	8%
62	107	8%	45	8%	47	9%	15	8%
Other ages	28	2%	5	1%	5	1%	18	10%
Length of Service Requirement								
Full Benefit at normal retirement Years of Service								
Under 10	33	3%	12	2%	14	3%	7	4%
10	136	11%	68	12%	53	10%	15	8%
11-15	71	5%	39	7%	27	5%	5	3%
16-20	45	3%	21	4%	22	4%	2	1%
21-25	21	2%	12	2%	8	2%	1	1%
Over 25	38	3%	23	4%	12	2%	3	2%
Early Retirement Years of Service								
Under 10	41	3%	18	3%	21	4%	2	1%
10	151	12%	85	15%	52	10%	14	8%
11-15	45	3%	23	4%	20	4%	2	1%
Over 15	30	2%	12	2%	13	2%	5	3%
Benefit reduction for early retirement								
Yes	371	29%	200	35%	137	26%	34	18%
No	69	5%	26	5%	31	6%	12	6%
Funding and Payment								
Percent of retirement program cost paid by the association								
50% or less	31	2%	13	2%	15	3%	3	2%
51-99%	55	4%	30	5%	20	4%	5	3%
100%	727	56%	340	59%	296	56%	91	49%

**Less than 1%.

TABLE 39 FRINGE BENEFITS Continued

ANALYSIS OF RETIREMENT BENEFITS BY ASSOCIATION SCOPE
POSITION: ALL MANAGEMENT PERSONNEL

	Total No. of Assns.	% of Total Assns.	National Assns.	% of National Assns.	State/ Regional Assns.	% of State/ Regional Assns.	Local Assns.	% of Local Assns.
Employer cost of program as % of total association payroll								
3% or less	68	5%	30	5%	26	5%	12	6%
4-5%	122	9%	60	10%	45	8%	17	9%
6-7%	114	9%	60	10%	45	8%	9	5%
8-9%	109	8%	56	10%	42	8%	11	6%
10%	106	8%	44	8%	48	9%	14	8%
11-15%	100	8%	50	9%	37	7%	13	7%
Over 15%	29	2%	13	2%	16	3%	0	—
Employer cost of program as % of payroll of employees covered								
6% or less	133	10%	65	11%	48	9%	20	11%
7-9%	146	11%	78	14%	50	9%	18	10%
10%	145	11%	57	10%	72	14%	16	9%
11-14%	98	8%	49	9%	40	8%	9	5%
Over 14%	92	7%	41	7%	42	8%	9	5%
Retirement benefit adjusted automatically for cost-of-living increases for retirees	51	4%	29	5%	18	3%	4	2%
Retirement benefit adjusted on an ad hoc basis for cost-of-living increases for retirees	68	5%	37	6%	26	5%	5	3%
No cost-of-living increases are currently made for retirees	684	53%	322	56%	275	52%	87	47%
Retirement benefit integrated with social security benefit								
Yes	338	26%	173	30%	133	25%	32	17%
No	537	42%	241	42%	222	42%	74	40%
No Answer	417	32%	162	28%	176	33%	79	43%
Pre-retirement spouse's benefit								
Yes	249	19%	130	23%	92	17%	27	14%
No	597	46%	270	47%	250	47%	77	42%
No Answer	446	35%	176	30%	189	36%	81	44%
If yes, is it:								
Contributory	23	2%	17	3%	3	1%	3	1%
Funded by the association	204	16%	102	18%	80	15%	22	12%
No Answer	22	1%	11	2%	9	1%	2	1%
Employees can make additional voluntary contributions to the plan								
Yes	463	36%	223	39%	180	34%	60	33%
No	415	32%	196	34%	172	32%	47	25%
No Answer	414	32%	157	27%	179	34%	78	42%

TABLE 40 FRINGE BENEFITS

ANALYSIS OF LIFE & ACCIDENT INSURANCE BY ASSOCIATION SCOPE
POSITION: ALL MANAGEMENT PERSONNEL

	Total No. of Assns.	% of Total Assns.	National Assns.	% of National Assns.	State/ Regional Assns.	% of State/ Regional Assns.	Local Assns.	% of Local Assns.
Total Respondents	1,528	100%	653	100%	635	100%	240	100%
Basic Life Insurance Coverage								
Yes	1,310	86%	575	88%	540	85%	195	81%
No	179	12%	63	10%	77	12%	39	16%
No Answer	39	2%	15	2%	18	3%	6	3%
Maximum amount								
Under $50,000	464	35%	169	29%	212	39%	83	43%
$50,000 or above	825	63%	397	69%	321	60%	107	55%
No Answer	21	2%	9	2%	7	1%	5	2%
Schedule is determined by								
Salary	697	53%	343	60%	255	47%	99	51%
Job classification	256	20%	85	15%	132	24%	39	20%
Both	115	9%	46	8%	47	9%	22	11%
Other	173	13%	57	10%	87	16%	29	15%
No Answer	69	5%	44	7%	19	4%	6	3%
If by salary, amount is								
Under 2 times salary	418	51%	182	47%	164	54%	72	60%
2 times salary or more	389	48%	202	52%	138	46%	49	40%
No Answer	5	1%	5	1%	0	—	0	—
% of premium paid by association								
100%	1,200	92%	500	87%	514	95%	186	95%
Under 100%	55	4%	32	6%	19	4%	4	2%
No Answer	55	4%	43	7%	7	1%	5	3%
Accidental Death and Dismemberment Coverage								
Yes	1,106	72%	492	75%	455	72%	159	66%
No	360	24%	132	20%	155	24%	73	31%
No Answer	62	4%	29	5%	25	4%	8	3%
If yes, is it included in life insurance policy								
Yes	748	68%	326	66%	302	66%	120	76%
No	287	26%	121	25%	132	29%	34	21%
No Answer	71	6%	45	9%	21	5%	5	3%
Maximum coverage is								
Under $100,000	497	45%	187	38%	226	50%	84	53%
$100,000-$150,000	328	29%	146	30%	138	30%	44	28%
Over $150,000	231	21%	132	27%	81	18%	18	11%
No Answer	50	5%	27	5%	10	2%	13	8%
% of premium paid by association								
100%	975	88%	414	84%	415	91%	146	92%
Under 100%	50	5%	27	6%	17	4%	6	4%
No Answer	81	7%	51	10%	23	5%	7	4%
Association provides travel accident coverage								
Yes	846	55%	440	67%	319	50%	87	36%
No	638	42%	199	31%	295	47%	144	60%
No Answer	44	3%	14	2%	21	3%	9	4%

TABLE 41 FRINGE BENEFITS

ANALYSIS OF LONG-TERM DISABILITY INSURANCE BY ASSOCIATION SCOPE

POSITION: ALL MANAGEMENT PERSONNEL

	Total No. of Assns.	% of Total Assns.	National Assns.	% of National Assns.	State/ Regional Assns.	% of State/ Regional Assns.	Local Assns.	% of Local Assns.
Total Respondents	1,528	100%	653	100%	635	100%	240	100%
Association provides a long-term disability plan								
Yes	1,007	66%	457	70%	407	64%	143	59%
No	470	31%	175	27%	207	33%	88	37%
No Answer	51	3%	21	3%	21	3%	9	41%
If yes, after total disability, benefits commence in								
30 days or less	267	26%	94	21%	120	29%	53	37%
60 days	137	14%	51	11%	60	15%	26	18%
90 days	341	34%	152	33%	154	38%	35	25%
Over 90 days	204	20%	114	25%	64	16%	26	18%
Other	17	2%	6	1%	9	2%	2	1%
No Answer	41	4%	40	9%	0	—	1	1%
Duration of the payments for accidents is								
Less than five years	123	12%	34	8%	62	15%	27	19%
5-10 years	76	8%	21	5%	40	10%	15	11%
Over 10 years	13	1%	5	1%	7	2%	1	1%
To age 65*	493	49%	262	57%	179	44%	52	36%
For life	223	22%	84	18%	100	24%	39	27%
No Answer	79	8%	51	11%	19	5%	9	6%
Duration of the payments for illness is								
Less than five years	143	14%	42	9%	76	19%	25	17%
5-10 years	99	10%	30	7%	48	12%	21	15%
Over 10 years	12	1%	3	1%	8	2%	1	1%
To age 65*	467	47%	244	53%	174	43%	49	34%
For life	154	15%	63	14%	58	14%	33	23%
No Answer	132	13%	75	16%	43	10%	14	10%
Payments are integrated with Social Security								
Yes	483	48%	230	50%	197	48%	56	39%
No	451	45%	176	39%	196	48%	79	55%
No Answer	73	7%	51	11%	14	4%	8	6%
Benefits as % of salary								
Over 60%	306	30%	125	27%	139	34%	42	29%
50%-60%	501	50%	243	53%	197	48%	61	43%
Less than 50%	148	15%	67	15%	55	14%	26	18%
No Answer	52	5%	22	5%	16	4%	14	10%
% of premium paid by association								
100%	907	90%	391	86%	381	93%	135	94%
Less than 100%	53	5%	30	6%	19	5%	4	3%
No Answer	47	5%	36	8%	7	2%	4	3%

*Occasionally reported to age 70

TABLE 42 FRINGE BENEFITS

ANALYSIS OF MEDICAL INSURANCE BY ASSOCIATION SCOPE
POSITION: ALL MANAGEMENT PERSONNEL

	Total No. of Assns.	% of Total Assns.	National Assns.	% of National Assns.	State/ Regional Assns.	% of State/ Regional Assns.	Local Assns.	% of Local Assns.
Total Respondents	1,528	100%	653	100%	635	100%	240	100%
Association provides medical insurance								
Yes	1,457	95%	623	95%	606	95%	228	95%
No	54	4%	24	4%	19	3%	11	5%
No Answer	17	1%	6	1%	10	2%	1	**
If yes, types of coverage								
Basic Hospitalization Surgical	1,103	76%	499	80%	449	74%	155	68%
Major Medical	1,344	92%	573	92%	561	93%	210	92%
Health Maintenance Organization	194	13%	112	18%	60	10%	22	10%
Direct medical expense payments	178	12%	80	13%	80	13%	18	8%
Dental Insurance	687	47%	330	53%	255	42%	102	45%
Hospital Indemnity Insurance	62	4%	22	4%	30	5%	10	4%
% of total medical insurance cost paid by the association								
Single plan								
100%	818	56%	364	58%	336	55%	118	52%
51%-99%	78	5%	46	7%	22	4%	10	4%
50%	17	1%	6	1%	10	2%	1	**
Below 50%	4	**	4	1%	0	—	0	—
Family plan								
100%	724	50%	273	44%	331	55%	120	53%
51%-99%	177	12%	103	17%	61	10%	13	6%
50%	56	4%	35	6%	14	2%	7	3%
Below 50%	112	8%	57	9%	36	6%	19	8%

**Less than 1%

TABLE 43 FRINGE BENEFITS

ANALYSIS OF MISCELLANEOUS BUSINESS EXPENSES BY ASSOCIATION SCOPE

POSITION: CHIEF PAID EXECUTIVE, DEPUTY CHIEF PAID EXECUTIVE

	Total No. of Assns.	% of Total Assns.	National Assns.	% of National Assns.	State Regional Assns.	% of State Regional Assns.	Local Assns.	% of Local Assns.
Chief Paid Executive								
Total Respondents	1,528	100%	653	100%	635	100%	240	100%
Car or Car Allowance	1,171	77%	400	61%	572	90%	199	83%
Country Residential Club Membership	309	20%	124	19%	150	24%	35	15%
In-town Club Membership	528	35%	213	33%	247	39%	68	28%
Spouse's Travel Expenses	759	50%	320	49%	341	54%	98	41%
Association Dues Paid	1,360	89%	556	85%	577	91%	227	95%
Liability Insurance	806	53%	352	54%	335	53%	119	50%
Educational Expenses	885	58%	328	50%	396	62%	161	67%
None offered	10	1%	9	1%	1	**	0	—
Deputy Chief Paid Executive								
Total Respondents	1,076	100%	491	100%	441	100%	144	100%
Car or Car Allowance	485	45%	128	26%	283	64%	74	51%
Country Residential Club Membership	59	5%	24	5%	31	7%	4	3%
In-town Club Membership	146	14%	72	15%	64	15%	10	7%
Spouse's Travel Expenses	216	20%	103	21%	93	21%	20	14%
Association Dues Paid	678	63%	326	66%	275	62%	77	53%
Liability Insurance	416	39%	209	43%	170	39%	37	26%
Educational Expenses	534	50%	231	47%	229	52%	74	51%
None offered	8	1%%	3	1%%	3	1%%	2	1%%

**Less than 1%

TABLE 44

FRINGE BENEFITS

ANALYSIS OF ANNUAL LEAVE POLICIES BY ASSOCIATION SCOPE

POSITION: CHIEF PAID EXECUTIVE, ALL OTHER MANAGEMENT PERSONNEL

	Total No. of Assns.	% of Total Assns.	National Assns.	% of National Assns.	State/ Regional Assns.	% of State/ Regional Assns.	Local Assns.	% of Local Assns.
Total Respondents	1,528	100%	653	100%	635	100%	240	100%
Leave/Vacation for Chief Paid Executive								
2 Weeks	206	13%	53	8%	102	16%	51	21%
3 Weeks	469	31%	144	22%	229	36%	96	40%
4 Weeks	603	39%	300	46%	222	35%	81	34%
5 Weeks	106	7%	58	9%	42	7%	6	3%
6 Weeks	38	2%	24	4%	12	2%	2	1%
Over 6 Weeks	4	**	1	**	2	**	1	**
Leave/Vacation for Management Personnel								
1 Week	9	1%	2	**	6	1%	1	**
2 Weeks	418	27%	131	20%	196	31%	91	38%
3 Weeks	395	26%	162	25%	168	25%	65	27%
4 Weeks	358	23%	203	31%	124	20%	31	13%
5 Weeks	51	3%	28	4%	22	3%	1	**
6 Weeks	15	1%	9	1%	6	1%	0	—
Over 6 Weeks	1	**	1	**	0	—	0	—

**Less than 1%

• IV •

Characteristics of the Sample

TABLE 45 CHARACTERISTICS OF SAMPLE
ANALYSIS OF ASSOCIATIONS BY BUDGET CLASSIFICATIONS

Association Budget	Number of Associations	$200,000 or Under	$200,001-$300,000	$300,001-$500,000	$500,001-$750,000	$750,001-$1,000,000	$1,000,001-$2,500,000	$2,500,001-$5,000,000	$5,000,001-$10,000,000	Over $10,000,000
Type of Association										
TRADE ASSOCIATIONS Total	849	145	100	147	96	71	165	61	27	37
Manufacturing	156	19	18	21	15	13	31	15	11	13
Agricultural or Food Processing	70	12	5	19	8	6	13	5	0	2
Financial or Banking	63	10	5	3	8	6	20	6	2	3
Insurance	21	1	3	6	3	0	2	2	1	3
Health Care	55	6	5	11	9	5	13	1	1	4
Construction	128	37	24	22	12	9	14	9	0	1
Transportation	18	3	2	2	3	2	3	0	2	1
Wholesale or Retail	121	21	15	32	12	8	20	7	3	3
Service Industries	165	31	21	22	19	19	32	11	5	5
Other	52	5	2	9	7	3	17	5	2	2
PROFESSIONAL SOCIETIES Total	679	79	65	109	80	56	155	67	38	30
Legal	40	6	2	8	6	6	7	3	1	1
Medical	166	20	22	29	16	14	34	14	13	4
Pharmacy	18	3	4	5	2	0	1	0	2	1
Educational	61	10	5	10	6	5	15	4	4	2
Business	72	7	4	11	7	6	25	8	3	1
Insurance	33	5	4	8	5	1	4	2	3	1
Real Estate	101	7	15	18	16	12	26	5	2	0
Technical	90	12	2	11	11	5	15	18	5	11
Fraternal or Recreational	82	7	6	7	10	7	25	10	5	5
Other	16	2	1	2	1	0	3	3	0	4
TOTAL RESPONSES	1,528	224	165	256	176	127	320	128	65	67

TABLE 46 CHARACTERISTICS OF SAMPLE

ANALYSIS OF ASSOCIATIONS BY GEOGRAPHIC LOCATION

Geographic Areas	Number of Associations	New England	Middle Atlantic	East North Central	West North Central	South Atlantic	East South Central	West South Central	Mountain	Pacific
Type of Association										
TRADE ASSOCIATIONS										
Total	849	33	92	172	68	239	41	65	44	95
Manufacturing	156	7	20	33	2	68	3	7	2	14
Agricultural or Food Processing	70	0	9	11	8	15	4	5	7	11
Financial or Banking	63	5	7	9	8	12	8	6	3	5
Insurance	21	0	4	5	3	5	0	2	2	0
Health Care	55	3	6	15	4	12	4	3	3	5
Construction	128	6	11	28	11	29	8	8	5	22
Transportation	18	0	1	4	0	7	1	4	0	1
Wholesale or Retail	121	7	9	26	11	29	6	13	9	11
Service Industries	165	4	19	28	14	47	7	15	10	21
Other	52	1	6	13	7	15	0	2	3	5
PROFESSIONAL SOCIETIES										
Total	679	24	74	154	51	171	31	52	45	77
Legal	40	4	5	9	3	7	1	2	4	5
Medical	166	5	10	41	13	37	9	13	14	24
Pharmacy	18	1	1	4	3	4	2	1	1	1
Educational	61	2	6	15	2	25	0	3	2	6
Business	72	2	11	15	4	19	4	8	4	5
Insurance	33	0	5	3	2	6	4	5	3	5
Real Estate	101	7	8	19	9	16	5	8	9	20
Technical	90	2	19	22	2	30	3	4	1	7
Fraternal or Recreational	82	1	7	25	12	22	3	6	6	0
Other	16	0	2	1	1	5	0	2	1	4
TOTAL RESPONSES	1.528	57	166	326	119	410	72	117	89	172
Scope of Association										
National	653	9	84	148	35	278	12	30	25	32
State/Regional	635	43	58	117	68	98	51	62	52	86
Local	240	5	24	61	16	34	9	25	12	54
TOTAL RESPONSES	1.528	57	166	326	119	410	72	117	89	172

TABLE 47 CHARACTERISTICS OF SAMPLE

ANALYSIS OF ASSOCIATIONS BY SIZE OF STAFF

Type of Association / Staff Size	Total Associations	1-2	3	4	5	6-7	8-9	10-14	15-19	20-29	30-49	50-100	101 and over	Not Reported
TRADE ASSOCIATIONS														
Total	849	115	88	98	67	80	53	84	53	54	54	46	35	22
Manufacturing	156	19	11	17	10	12	9	20	12	7	12	14	9	4
Agricultural or Food Processing	70	11	10	9	6	6	4	7	2	4	4	3	1	3
Financial or Banking	63	8	4	2	3	3	5	5	9	8	3	7	4	2
Insurance	21	0	3	8	0	2	1	1	0	0	2	1	3	0
Health Care	55	1	7	6	7	4	4	7	4	4	3	0	5	3
Construction	128	29	20	21	7	15	9	8	6	2	6	4	0	1
Transportation	18	1	3	1	0	0	4	2	2	2	0	0	3	0
Wholesale or Retail	121	24	13	11	12	17	7	10	8	7	6	2	2	2
Service Industries	165	20	17	19	16	19	10	14	6	11	9	11	7	6
Other	52	2	0	4	6	2	0	10	4	9	9	4	1	1
PROFESSIONAL SOCIETIES														
Total	679	69	52	58	49	79	42	81	54	48	50	56	31	10
Legal	40	5	1	4	2	2	5	6	2	5	3	0	2	3
Medical	166	19	14	17	16	19	9	14	16	9	14	10	8	1
Pharmacy	18	3	2	3	1	3	0	2	0	1	0	1	2	0
Educational	61	8	6	5	4	8	3	6	6	6	3	5	1	0
Business	72	8	2	6	3	14	6	9	9	3	5	6	0	1
Insurance	33	3	7	4	4	4	1	3	2	1	1	3	0	0
Real Estate	101	6	11	9	10	14	14	18	6	6	4	2	0	1
Technical	90	9	5	5	6	6	0	12	4	7	11	17	6	2
Fraternal or Recreational	82	6	3	4	3	9	3	11	6	9	8	10	8	2
Other	16	2	1	1	0	0	1	0	3	1	1	2	4	0
TOTAL RESPONSES	1,528	184	140	156	116	159	95	165	107	102	104	102	66	32

TABLE 48 CHARACTERISTICS OF SAMPLE
ANALYSIS OF ASSOCIATIONS BY SCOPE

Type of Association	Total Associations	National Associations	State/Regional Associations	Local Associations
TRADE ASSOCIATIONS				
Total	849	335	404	110
Manufacturing	156	108	38	10
Agricultural or Food Processing	70	31	36	3
Financial or Banking	63	16	47	0
Insurance	21	10	10	1
Health Care	55	12	39	4
Construction	128	22	58	48
Transportation	18	8	9	1
Wholesale or Retail	121	43	73	5
Service Industries	165	69	68	28
Other	52	16	26	10
PROFESSIONAL SOCIETIES				
Total	679	318	231	130
Legal	40	8	27	5
Medical	166	73	66	27
Pharmacy	18	4	14	0
Educational	61	36	20	5
Business	72	40	25	7
Insurance	33	7	23	3
Real Estate	101	8	23	70
Technical	90	72	15	3
Fraternal or Recreational	82	60	15	7
Other	16	10	3	3
TOTAL RESPONSES	1,528	653	635	240

• APPENDIX •

Survey Instrument

ASSOCIATION EXECUTIVE COMPENSATION STUDY

Instructions for Completing the Attached Survey Form

This special study, conducted bi-annually by the American Society of Association Executives, addresses the salary and benefit practices associations provide their management personnel, generally exempt from the provisions of the Federal Labor Standards Act. Due to the nature of this survey the information provided is strictly private and confidential, and survey results will be presented in aggregate form to preserve the anonymity of respondents. Services for data tabulation and analysis are provided by private research firms not affiliated with the society (ASAE).

Instructions:

We need clean, comparable data. Please report data only for those of your staff that spend 75% of their time in the tasks as defined on each form. The titles of the various positions may not match exactly with the title in your association. It is the *responsibilities* of each position, as described in each section, that are of major importance.

Throughout this survey, the term "management personnel" applies to the following: 1. Chief Paid Executive 2. Second Highest Paid Executive 3. Division/Department Head (any individual responsible for an activity of the association who reports directly to the Chief Paid Executive or his or her Deputy).

Section One has three Parts:

1. Classification information of the association
2. Management compensation practices
3. Benefits provided to management personnel

Section Two

This section is devoted to basic salary information for top management personnel. There is a separate part for each of 24 division/department head positions, and for the Chief Paid Executive and the second highest paid executive. Within your association, you may have only one or two positions that correspond to the forms. If so, fill out only those forms that correspond to the actual positions within your association.

Or, you may have several individuals who hold the same position. For example, some associations may have several field staff directors. If so, please indicate salary information for each person in the position. **All salary data provided should be that in effect on January 1, 1985, or as close to that date as possible.**

Most questions can be answered by a check mark or a short fill-in answer. If necessary, please work with your personnel or finance administrator to confirm salary or benefit information for specific positions. Explanations may be added to clarify unusual situations or practices, in order to assure a clear determination of position comparability.

Please fill out the forms that are appropriate and mail the survey in the return envelope provided. The deadline for completing the survey is **November 7, 1984.**

Attention Professional Management Company Executives:

We recognize the important contribution you make to the association management community, however the structure of this survey does not permit us to gather comparable data on separate sample populations. ASAE will be designing a survey especially for professional management firms and urges your participation at that time. The results of the present survey are available to you at the participant price by completing the enclosed order form and returning it in the envelope provided.

If you have any questions about filling out this form please contact:
Chris Condeelis, Manager Research and Information, ASAE (202) 626-2746
Sue Priestland, Priestland Associates, (703) 768-8811

Section I—Part 1

CLASSIFICATION INFORMATION

Name of Chief Paid Executive _____

Name of Association _____

Headquarters address _____

_____ Zip _____

1. Type of membership (check one)

Trade Association (primarily company members)

1. Manufacturing _____
2. Agricultural or Food Processing _____
3. Financial or Banking _____
4. Insurance _____
5. Health Care _____
6. Construction _____
7. Transportation _____
8. Wholesale or Retail _____
9. Service Industries _____
10. Other (describe) _____

Professional Society (primarily individual members)

11. Legal _____
12. Medical _____
13. Pharmacy _____
14. Educational _____
15. Business _____
16. Insurance _____
17. Real Estate _____
18. Technical _____
19. Fraternal or Recreational _____
20. Other (describe) _____

2. Size of total annual operating budget (include all association activities)

1. $200,000 or under _____
2. $200,001-$300,000 _____
3. $300,001-$500,000 _____
4. $500,001-$750,000 _____
5. $750,001-$1,000,000 _____
6. $1,000,001-$2,500,000 _____
7. $2,500,001-$5,000,000 _____
8. $5,000,001-$10,000,000 _____
9. Over $10,000,000 _____

3. Geographical coverage of your association (check one)

National/International ____ State/Regional ____ Local ____

4. How many full-time persons, *in total*, on your association staff? (as of 1/1/85) _____

DO NOT WRITE IN THIS SPACE

1 5 7 10 12 18

DO NOT WRITE IN THIS SPACE

Section I—Part 2

MANAGEMENT COMPENSATION PRACTICES
SALARY ADMINISTRATION/EMPLOYMENT PROFILE

1. Does your association have an established salary structure for management personnel?

	Yes	*No*
Salary grades	_____	_____
Salary ranges	_____	_____

19 ___

2. What type(s) of salary increases are usually granted to management personnel? (Check all applicable items.)

Merit increases	a. _____
General (across-the-board) increases	b. _____
Cost-of-living increases	c. _____
Length-of-service increases	d. _____

a. ___
b. ___ 22
c. ___
d. ___ 24

3. What are the usual intervals and timing of merit salary reviews for management personnel?

Usual Interval		*Usual Timing*	
6 months	_____	Anniversary date	_____
12 months	_____	January 1	_____
Other (specify)	_____	Fiscal Year	_____
No set interval	_____	Annual Convention	_____
		Other (specify)	_____

___ 26

4. Does your association have any type of cash bonus system for management personnel?

	Yes**	No
Chief Paid Executive	_____	_____
Second Highest Paid Executive	_____	_____
Department Head*	_____	_____

___

5. Under what type of arrangement are the chief executive officer and the second highest paid executive retained by the association? Please check the appropriate arrangement.

	Executive Head	*Second Highest Paid Executive*
a. Formal Contract	a. _____	a. _____
b. Letter of Agreement	b. _____	b. _____
c. Retained by Resolution of the Board	c. _____	c. _____
d. Verbal Arrangement Only	d. _____	d. _____
e. Other (specify)	e. _____	e. _____
f. If written, what is the duration?	f. _____ years	f. _____ years
g. Is there a clause in the contract allowing the association to terminate it before the specified number of years?	g. Yes ___ No ___	g. Yes ___ No ___
h. If yes, what notice must they give before termination?	h. _____ months	h. _____ months

___ ___ 30
___
___ ___ 33
___
___ ___

6. How long have the top two executives held their present positions in this association?

Executive Head	*Second Highest Paid Executive*
_____ years	_____ years

___ ___
___ ___ 40

7. Previous to this position, where were they employed?

	Executive Head	*Second Highest Paid Executive*
a. Current Association (in a different capacity)	a. _____	a. _____
b. Another Association	b. _____	b. _____
c. Government	c. _____	c. _____
d. Military	d. _____	d. _____
e. Private Industry	e. _____	e. _____
f. Self-employed Professional	f. _____	f. _____
g. Educational Institution	g. _____	g. _____
h. Other (specify) _____	h. _____	h. _____

___
___ 42

**If yes, please attach a descriptive statement indicating for what activities, how the payment is made (cash or other payment) and whether there is any limit to the size of the payment (minimum, maximum, % of salary, etc.)

Section I—Part 3

BENEFITS PROVIDED TO MANAGEMENT PERSONNEL

A. RETIREMENT BENEFITS

1. Which of the following retirement benefits are provided to management personnel? Check all that apply.

   a. IRS Qualified Retirement Plan(s) _____
      (If more than one, indicate number _____)
   b. Non Qualified Deferred Compensation Plan(s) _____
   c. Individual Retirement Account (IRA) _____
   d. Tax Sheltered Annuity _____
   e. 401 K _____
   f. Other (specify) _____ _____
   g. None (no plan) _____

DO NOT WRITE IN THIS SPACE

a. ___ 43
b. ___
c. ___
d. ___
e. ___
f. ___
g. ___ 49

Questions 2 & 3 apply to IRS Qualified Plans. If you have more than one of these plans, answer for the major plan.

2. What type of contribution schedule is provided by the retirement plan for management personnel?

   a. *Defined Benefit:* Plan specifies benefit at age of retirement. Benefit is based on formula using salary and/or years of service for calculation. _____
   b. *Defined Contribution:* Plan specifies annual contribution based on percentage of salary or target (assumed) benefit based on age. _____

___

3. Please indicate the retirement plans' provisions in the following areas.

   a. Eligibility to participate in retirement plan:
      At age _____ and/or after _____ years employment

   b. Vesting: The right to certain pension benefits derived from (employer) contributions even though you may leave the job before retirement age.
      100% immediate vesting _____
      Graded: 100% in _____years _____
      Cliff vesting: 100% after 10 years _____
      Other (specify) _____ _____
      Don't Know _____

   c. Retirement Age:
      Normal Retirement: _____ years old
      Early Retirement: _____years old

___ ___

___ ___ 54

___

___ ___ 57

___ ___ 59

___ ___

Parts d and e apply only to those with Defined Benefit retirement plan.

   d. Length of Service Requirement for:
      Full Benefit at Normal Retirement _____yrs of service
      Early Retirement _____yrs of service

   e. Is there a benefit reduction for early retirement? Yes _____ No_____

   f. Funding and Payment:
      i. What % of the retirement program cost is paid by the association? _____%
      ii. Employer cost of the program is what % of the total association payroll? _____%
      iii. Employer cost of program is what % of payroll of employees covered? _____%

   g. Which of the following applies to retirement benefits for your management personnel: (check one)
      i. Retirement benefit adjusted automatically for cost-of-living increases for retirees _____
      ii. Retirement benefit adjusted on an ad hoc basis for cost-of-living increases for retirees _____
      iii. No cost-of-living increases are currently made for retirees _____

___ ___ ___ ___ ___ ___

___ ___

___ ___ 65

___

___ ___ ___

___ ___

___ ___ 73

___

___

h. Is the retirement benefit contribution integrated with the social security benefit?
Yes_____ No_____

i. Is there a pre-retirement spouse's benefit? Yes_____ No_____
If yes, is it contributory _____ or
funded by the association _____

j. Can employees make additional voluntary contributions to the plan?
Yes_____ No_____

DO NOT WRITE IN THIS SPACE

2

B. LIFE INSURANCE AND LONG-TERM DISABILITY

Please describe your association's insurance plan as it applies to **all management personnel** by completing the following questions.

1. Is life insurance coverge provided? Yes_____ No_____
   If yes: a. Is the maximum amount
   Under $50,000_____
   $50,000 or above_____
   b. How is the schedule determined?
   By salary_____
   By job classification_____
   Both_____
   Other_____
   c. If by salary, is the amount
   Under 2 times salary_____
   2 times salary or more_____
   d. What percent of the premium is paid by the association?
   100%_____
   Under 100%_____

2. Does the association provide accidental death and dismemberment coverage? Yes_____ No_____
   If yes: a. Is it included in life policy? Yes_____ No_____
   b. What is the maximum amount of coverage?
   Under $100,000_____
   $100,000-$150,000_____
   Over $150,000_____
   c. What percent of the premium is paid by the association?
   100%_____
   Under 100%_____

3. Does the association provide travel accident coverage? Yes_____ No_____

4. Does the association provide a long-term disability plan? Yes_____ No_____
   If yes: a. After total disability, when do benefits commence?
   30 days_____
   60 days_____
   90 days_____
   Over 90 days_____
   Other (specify)_____
   b. What is the duration of payments?

	For Accident	For Illness
Less than 5 years	_____	_____
5-10 years	_____	_____
Over 10 years	_____	_____
To age 65	_____	_____
For life	_____	_____

   c. Are the benefits integrated with Social Security? Yes_____ No_____
   d. What are the benefits provided as a percent of salary?
   Over 60%_____ 50%-60%_____ Less than 50%_____
   e. What percent of the premium is paid by the association?
   100%_____
   Less than 100%_____

DO NOT WRITE IN THIS SPACE

C. MEDICAL INSURANCE

1. Does the association provide medical insurance? Yes_____ No_____ 23

If yes a. Please indicate which type of coverage:

		Single Plan	*Family Plan*	
Basic Hospitalization/Surgical	A.	_____	_____	a. ___
Major Medical	B.	_____	_____	b. ___
Health Maintenance Organization	C.	_____	_____	c. ___
Direct Medical Expense payments	D.	_____	_____	d. ___
Dental Insurance	E.	_____	_____	e. ___
Hospital Indemnity Insurance	F.	_____	_____	f. ___

b. What is the percent of total medical insurance cost paid by the association? ___ 31

	Single Plan	*Family Plan*
100%	_____	_____
51%-99%	_____	_____
50%	_____	_____
Below 50%	_____	_____

D. MISCELLANEOUS BUSINESS EXPENSES

1. Please indicate which of the following your association makes available.

		Chief Staff Executive	*#2 Staff Executive*	
a. Car or Car allowance	A.	_____	_____	a. ___ 32
b. Country/Residential Club membership	B.	_____	_____	b. ___
c. In-Town Club Membership	C.	_____	_____	c. ___
d. Spouse's Travel Expenses	D.	_____	_____	d. ___
e. Association Dues Paid	E.	_____	_____	e. ___
f. Liability Insurance	F.	_____	_____	f. ___
g. Educational Expenses	G.	_____	_____	g. ___
h. Other (Specify)	H.	_____	_____	h. ___
_____		_____	_____	
_____		_____	_____	

2. How much annual leave/vacation time is provided to the chief staff executive?
_____ Weeks ___ ___

3. How much is provided to management personnel?
_____ Weeks ___ ___ 43

4. How much sick leave/personal leave is provided annually to the chief staff executive?
_____ Weeks ___ ___

5. How much is provided to management personnel?
_____ Weeks ___ ___ 47

Please return along with the salary portion of this survey to:

Priestland Associates
P.O. Box 7045
Alexandria, Virginia 22307

A return envelope is enclosed for your convenience.

1

Chief Paid Executive

Serves as the top paid administrative and executive officer of the association staff. Responsible for overall administration and operation of headquarters and field activities.

Person Currently Occupying Position

Male ☐
Female ☐
CAE ☐

Base Salary $_____
Deferred Compensation* $_____
Other Cash** $_____
Total Cash Compensation $_____

Deferred compensation is the deferral of receipt of a portion of current income to be paid at a later time.

**Other Cash* would include bonuses, commissions, and any other cash payment not included in the above two categories.

2

Second Highest Paid Executive

Serves on a full-time basis as the number two person on the association staff. Functions as the assistant to the Chief Paid Executive and acts for the CEO in his/her absence. May be assigned specific administrative or program responsibilities as well as general responsibilities to assist the chief paid executive in overall administration and operation of association activities. (This position description covers the deputy executive officer, and not the administrative assistant to the Chief Paid Executive.)

Person Currently Occupying Position

Male ☐
Female ☐
CAE ☐

Base Salary $_____
Deferred Compensation $_____
Other Cash $_____
Total Cash Compensation $_____

3

Director of Administration

Handles the internal administrative matters of the association. Responsible for efficient administration of the association's headquarters and field offices, including personnel, space, office equipment, facilities, vehicles, and necessary supporting services (e.g., mail, messenger, switchboard, reservations, receptionist, etc.). If the position of Controller does not exist, also administers the accounting, payroll, and disbursement functions.

Person Currently Occupying Position

Male ☐
Female ☐
CAE ☐

Base Salary $_____
Deferred Compensation $_____
Other Cash $_____
Total Cash Compensation $_____

4
Advertising Director

Develops and administers the association's national, regional and/or local advertising activities. Assists members and member committees in development and execution of their advertising programs. Maintains liaison and makes arrangements with advertising agencies and media. Initiates association advertising plans and programs. (Do not confuse with Advertising Sales Manager, who has the responsibility for selling advertising in association publications.)

Person Currently Occupying Position

Male ☐ CAE ☐
Female ☐

Base Salary $_____
Deferred Compensation $_____
Other Cash $_____
Total Cash Compensation $_____

5
Advertising Sales Manager

Directs the promotion, marketing, selling, and servicing of advertising in the association's major periodical and special publications. This includes direct selling and may include the supervision of other salespersons or outside sales representatives. (Do not confuse with Advertising Director, who has responsibility for directing industry advertising effort.)

Person Currently Occupying Position

Male ☐ CAE ☐
Female ☐

Base Salary $_____
Deferred Compensation $_____
Other Cash $_____
Total Cash Compensation $_____

6
Chief Staff Attorney

Serves as the full-time head of the association's legal staff. This position is a staff position, not outside counsel. Handles legal matters pertaining to association activities. Provides legal advice to other association personnel or members on association matters. May engage outside counsel as required. May represent the association in matters of litigation. May appear as a witness before legislative, regulatory, or administrative agencies. However, if this individual spends 75% or more of his/her time on government relations, salary should be reported as Government Relations Director.

Person Currently Occupying Position

Male ☐ CAE ☐
Female ☐

Base Salary $_____
Deferred Compensation $_____
Other Cash $_____
Total Cash Compensation $_____